

MARCH 2017

Women's Economic Empowerment in
Sub-Saharan Africa

Recommendations for the Mining Sector



AT A GLANCE

Key Challenges to Women's Economic Empowerment in the Mining Industry in Sub-Saharan Africa



- 1** Negative perceptions and attitudes about women's role in mining
- 2** Mining equipment and facilities not designed with women in mind
- 3** Financial and workplace pressures, particularly for working mothers
- 4** Lack of female role models and mentors
- 5** Low education and skill levels
- 6** Limited access to credit and business contracts to grow enterprises
- 7** High risk of gender-based violence
- 8** Exposure to health and safety risks in artisanal small-scale mining (ASM)
- 9** Lack of information and voice on issues that affect women

Recommendations for Business

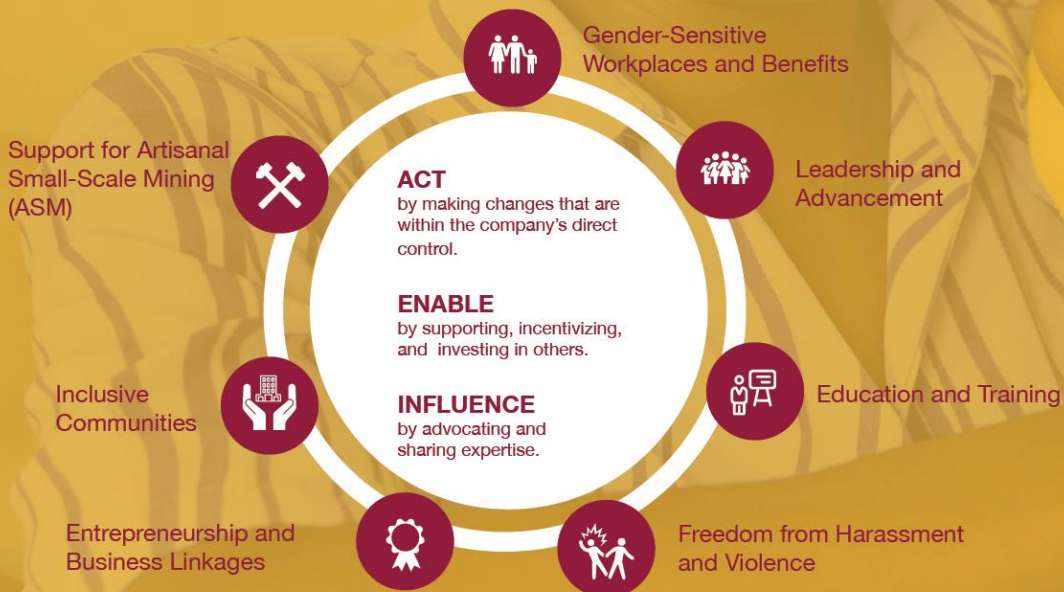


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About this Brief

This brief provides recommendations for mining companies to advance women's economic empowerment in sub-Saharan Africa (SSA). This brief was developed alongside the BSR report "[Women's Economic Empowerment in Sub-Saharan Africa: Recommendations for Business Action](#)," which seeks to mobilize private-sector action to enhance women's economic empowerment in the region.

WHAT'S INSIDE

- » **The Mining Industry in SSA:** Includes an overview of the role the mining industry plays in SSA.
- » **Impacts of Mining on Women in SSA:** Shares key findings on the impact of the industry on women in SSA and some of the challenges to economic advancement for women involved in the mining industry as employees, workers in the supply chain, and members of mining communities.
- » **Recommendations for Business:** Provides guidance for mining companies based on the Act, Enable, Influence framework illustrated on page 12.

WHO SHOULD READ THIS BRIEF

This brief is intended for business leaders in CSR, corporate philanthropy, procurement, supply chain, human resources, and other functions at large-scale mining companies operating in SSA. Some recommendations may also apply to artisanal and small-scale mining (ASM) companies. Many of the recommendations are also relevant for governments, development agencies, and international finance institutions.

ABOUT THE RESEARCH METHODOLOGY

The methodology for this research series included a literature review, key informant interviews, and primary research conducted in the field. While the research looked at SSA as a whole, the primary research focused on three key countries: Ghana, Kenya, and Tanzania.

For additional information on our methodology, please see the Appendix.

ACKNOWLEDGMENTS

This brief was researched and written by Ouida Chichester, Jessica Davis Pluess, and Alison Taylor. Any errors that remain are those of the authors.

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Introduction

Women's economic empowerment is essential to ensuring that the benefits of the mining and minerals sector are shared widely by society. A growing number of major mining companies now recognize the urgent need to invest in women, and they see the opportunities these investments will generate for their business. Many companies are including a gender perspective in their operations, throughout project life cycles, and across their value chains. Yet there remain significant shortfalls in the ambition, implementation, and cross-sector collaboration required to create change for women involved with and affected by mining operations in SSA.

The mining industry has played a central role in the economic story of the region over the last half-century. Although the industry has been a key driver of economic growth, this growth rarely delivered benefits in terms of poverty reduction and improved well-being for the majority of the population. Women in particular have struggled to avail themselves of the benefits and opportunities of large-scale mining operations and often disproportionately suffer from the negative impacts of the industry.

For the mining industry to become a vehicle of inclusive economic growth, gender considerations and women's economic empowerment must be integrated into every phase of mining projects. It is also essential that companies work with stakeholders to address the entrenched inequalities that hold women back from achieving their potential in the industry, in its supply chain, and in mining communities.

How We Define Women's Economic Empowerment

We use the International Center for Research on Women's (ICRW) definition of women's economic empowerment: A woman is economically empowered when she has both the ability to succeed and advance economically, and the power to make and act on economic decisions.¹

We understand that to succeed and advance economically, women need the skills and resources to compete in markets, as well as fair and equal access to economic institutions. To have the power and agency to benefit from economic activities, women need to have the ability to make and act on decisions and control resources and profits.²

¹ Golla, et al., 2011.

² Ibid.

The Mining Industry in SSA

Africa is richly endowed with mineral resources. The continent has more than 30 percent of the world's global mineral reserves, produces more than 60 different metals and minerals, and has huge potential for exploration and production.³ More than half of Africa's countries export some major mineral commodity, and, for several countries, mining accounts for more than half of all export revenues.⁴ In South Africa, mining has served as the backbone of the economy for nearly 150 years.⁵ In addition to other mineral resources, South Africa is the world's largest producer of chrome, manganese, and platinum.⁶ Ghana has vast gold reserves, making it Africa's second-largest exporter of gold.⁷ Several other countries recently made new mineral discoveries, including Kenya, whose first-ever large-scale mine, the Kwale Mineral Sands Project, started exports in 2013.⁸ In Tanzania, 90 percent of the minerals have yet to be exploited.

The largest mining companies in SSA include Anglo American, Barrick Gold, BHP Billiton, Rio Tinto, and Xstrata.⁹ In Ghana alone, approximately 23 mining companies are active, including global leaders such as AngloGold Ashanti and Newmont. The government holds a minority (10 percent) free carried interest in most of the main active large-scale mines. Over the past 10 years, Chinese mining companies also have become important players in the region. The number of major mining and mineral processing assets in Africa with China-headquartered companies' interest increased from only a handful in 2006 to more than 120 in 2015.¹⁰

THE ROLE OF THE INDUSTRY IN ECONOMIC DEVELOPMENT

Extractive resources including mining, oil, and gas account for almost one quarter of Africa's GDP and serve as a powerful engine of economic growth.^{11,12} Although the industry recently experienced retraction due to commodity price slumps, natural resources still dominate many African economies. In Tanzania, GDP growth of the mining (and quarrying) sector averaged 10.2 percent per year between 2000 and 2012, making it one of the country's fastest-growing sectors. Minerals also make up more than 52 percent of the country's exports, and the government aims for the industry to account for more than 10 percent of GDP by 2025.¹³

Despite the critical role the mining industry plays in many SSA economies, the benefits of the resource boom have not been shared widely by society, nor have they always translated into local development.

³ IFC, 2014.

⁴ Ibid.

⁵ KPMG, 2017.

⁶ USGS, 2016.

⁷ Ghana Chamber of Mines, 2014.

⁸ Omia, 2015.

⁹ Africa Mining IQ, 2016.

¹⁰ Basov, 2015.

¹¹ IFC, 2014.

¹² Leke, et al., 2010.

¹³ Morisset and Wane, 2012.

This “resource curse” is a problem for many countries with dominant extractives industries, but it is particularly evident in SSA. Several resource-rich countries have reduced poverty, but these gains have seldom matched the level of economic growth. In some SSA countries, progress on reducing poverty has stalled or even slipped, despite rising average incomes.¹⁴ In some cases, poor management of extractive resources has contributed to environmental degradation, displacement, inequality, corruption, and increased conflict, among other negative impacts.¹⁵ High reliance on natural resources also has been shown to undermine democracy and the willingness of the government to provide public services.

If managed appropriately, the mining industry has the potential to drive sustainable development and generate economic opportunities. Mining operations are often located in remote, ecologically sensitive, and less-developed areas, which means that they can have a significant positive impact on mining communities by creating jobs, spurring innovation, introducing sustainable land-management practices, and attracting much-needed investment.¹⁶

Now more than ever, most large-scale mining companies are acutely aware of their role in and responsibility for the communities where they operate. A growing number of companies have human rights policies and due diligence procedures in place, employ participatory methods to engage and consult affected communities, and build community-development strategies with the intention to advance the health and well-being of mining communities.

NATURAL RESOURCE GOVERNANCE

Weak governance and high rates of corruption have plagued many efforts to maximize the benefits of mining profits. Data show that Africa has been losing between US\$50 billion and US\$150 billion through corruption, the informal market, and poor valuation and markets for African minerals.¹⁷ Poor national management of natural resources has kept billions of mining revenues from going to public goods and services such as health, education, and housing.

To capture a greater share of mining profits, more SSA governments are renegotiating concession agreements and using other tools to attain greater control over natural resources. Many are enacting local content laws that require foreign extractive companies to maintain a high threshold (often 75 percent to 95 percent) of country nationals in their labor force (at senior, intermediate, and lower levels) and supply chains. This has resulted in a more conscious effort by mining companies to invest in building local talent pipelines and creating more local economic opportunities.¹⁸

There also has been a major push to increase transparency and accountability in payments to governments and management of mining revenues in SSA. Initiatives such as the Extractive Industries Transparency Initiative (EITI) require countries to share information on how revenue from mining operations travels through the government and it benefits the public. This includes how licenses and

¹⁴ Watkins, 2013.

¹⁵ Lewis, 2016.

¹⁶ Ibid.

¹⁷ UN Women, “Gender Equality in the Extractives Industries in Africa,” 2014.

¹⁸ IFC, 2014.

contracts are allocated and registered, who are the beneficial owners of those operations, what are the fiscal and legal arrangements, and how revenues are allocated.¹⁹

This is essential to holding both companies and governments accountable and empowering communities with information to influence how money is spent locally.

HIGHLIGHT

Artisanal and Small-Scale Mining (ASM) in SSA

There are around 15 million to 20 million artisanal and small-scale miners (ASM) globally, and between 80 million and 100 million people who depend on ASM for their livelihood. ASM is an important source of livelihoods in Africa, especially in rural areas where there are few alternatives.²⁰ In 2014, ASM accounted for 34 percent of Ghana's gold production and supported the livelihood of approximately 1 million Ghanaians.²¹



Photo credit: Gilles Paire

In ASM operations, in contrast to large-scale operations, women make up a significant portion of the workforce in Africa—ranging from 40 percent to 90 percent. In Tanzania, an estimated 27 percent of the 700,000 ASM workers are women.²²

ASM, which rarely falls under formal regulations, is plagued by inefficiency, poor health and safety standards, and negative environmental impacts.²³ There are also many children and young girls in mining who face risks of harassment and abuse. For women, the situation is particularly precarious because they are mostly part-time workers, relegated to labor-intensive processing activities (often carried out at home) that exacerbate risks such as direct exposure to dangerous substances like mercury.²⁴

¹⁹ EITI, 2017.

²⁰ International Council on Mining and Metals, 2012.

²¹ UN Women, "Mapping Study on Gender and Extractive Industries in Tanzania," 2016.

²² Ibid.

²³ UN Women, "Gender Equality in the Extractive Industries in Africa," 2014.

²⁴ Hinton, Veiga, and Beinhoff, 2003.

Due to limited literacy and education, women face certain disadvantages in the minerals trade. Our research revealed that many women who work in small-scale tanzanite mining operations do not know the actual value of tanzanite, putting them in a weak negotiating position.²⁵ Women also often lack control over their income and are frequently cheated by dealers who do not pay back debts for goods and services. Women also lack access to capital, preventing them from growing their businesses.²⁶

²⁵ UN Women, 2015.

²⁶ Côté, 2014.

Impacts of Mining on Women in SSA

Traditionally, mining has been a male-dominated industry. Globally, 5 percent to 10 percent of the mining workforce is female—the lowest of any major industry.²⁷ This is consistent on a country level in most mining regions. For example, in 2014, of the 10,949 members of the Ghana Chamber of Mines, there were only 659 women.²⁸

Research shows that low participation of women is due to a range of factors, including the physically demanding nature of many mining jobs, lower technical skill and education levels among women, and, in some cases, laws that prohibit women from engaging in certain tasks, such as mining underground.²⁹ According to superstitions in some SSA countries, the presence of women in the mines “makes minerals disappear.”³⁰ All of this has perpetuated gender stereotypes and the perception that mining is not a suitable career option for women.

This not only makes it difficult for women to break into the industry, it causes many women to self-select out because they perceive the industry as unwelcoming. A survey conducted by Women in Mining in South Africa found that only 23 percent of women at junior levels felt that the South African mining industry created a culture that seeks to recruit and, importantly, retain women.³¹ Our own field research reinforced this sentiment. Compared to other industries we surveyed in Ghana, women mining employees and contractors had lower levels of enthusiasm. While many women were positive about perks and policies, very few, particularly in lower-level roles, wanted to make a career in the mining industry.

Gender gaps in mining employment are most visible at senior levels. Only 10 percent of women globally hold management positions in the extractive sector, and only 1 percent hold top executive positions.³² Our survey in Ghana found that 54 percent of women said senior jobs are held largely by men. The lack of female role models and mentors makes it difficult for women to envision a career-development path. A Women in Mining survey found that 62 percent of respondents agreed that there is a lack of access to relevant role models and mentors for women in mining, and 54 percent of respondents agreed that there is lack of career and development guidance relevant to them.³³

However, these trends are slowly changing due to efforts by companies, governments, and industry associations to recruit and support women in mining. In South Africa, between 2008 and 2013, the

²⁷ PwC, 2014.

²⁸ Ghana Chamber of Mines, 2014.

²⁹ UN Women, “Mapping Study on Gender and Extractive Industries in Tanzania,” 2016.

³⁰ UN Women, 2015.

³¹ Women in Mining South Africa, 2016.

³² PwC, 2014.

³³ Women in Mining South Africa, 2014.

percentage of women employed in mining increased from 6 percent to 17 percent, thanks in part to a supportive regulatory environment.³⁴

According to our research, when women do participate, they often take on low-level positions and face significant financial, workplace, and family pressures. These pressures stem from industry constraints in terms of flexibility, remote site work, and juggling childcare with often unsociable hours and expectations of overtime. Many of the jobs require workers to migrate from one community or to travel long distances, which poses problems for household work such as childcare, which is disproportionately carried out by women.³⁵ Assessments conducted in mining areas in Mozambique, Tanzania, and Uganda found that women, on average, work five to eight hours more per day than men, mainly due to household work.³⁶

Outside of direct employment, there is also a gender bias in how the mining industry's risks, costs, and benefits are distributed among communities. Men tend to benefit from local jobs created by mining, while women bear most of the costs, such as family or social disruption and environmental degradation, which leads to the loss of employment and income from agriculture.³⁷ Low levels of education, traditional norms, and lack of land titles, among other factors, make it difficult for women to capitalize on the opportunities the industry presents in terms of employment, community investment, and land-compensation schemes.

Women also are often disadvantaged in the process of applying for local contracts with large mining companies because they may not be aware of the opportunities, do not meet the qualifications/requirements, or have limited control over assets.³⁸ Women business owners also face difficulties accessing finance to grow their businesses and meet industry standards.

At the same time, women face disproportionate risks in their engagements with mining operations and the communities that surround them. This includes harassment, gender-based violence, exposure to HIV, and extreme levels of violence in resource-based conflicts. The growth of ASM also presents greater health and safety risks to women, who are typically involved in some of the more precarious and poorly paid jobs.³⁹ In contrast to large-scale operations, women make up a significant portion of the ASM workforce in Africa, ranging from 40 percent to 90 percent, by some estimates. It is estimated that only 10 percent of license holders are women⁴⁰ (see the highlight on ASM on page 6 for more information).

Some experts argue that poverty persists in many SSA countries despite high rates of economic growth precisely because women are disproportionately affected and largely excluded or marginalized from participating in or benefiting from the continent's substantial extractive resources.⁴¹ Addressing gender inequality is made more difficult by the fact that most consultative processes in mining communities are

³⁴ PwC, 2014.

³⁵ IFC, 2009.

³⁶ Hinton, 2012.

³⁷ UN Women, 2015.

³⁸ Publish What You Pay and UN Women, 2014.

³⁹ International Council on Mining and Metals, 2012.

⁴⁰ UN Women, "Mapping Study on Gender and Extractive Industries in Tanzania," 2016.

⁴¹ UN Women, 2015.

exclusionary—if not intentionally, then as a result of informal or formal structures that restrict women's participation. In many traditional African communities, men are involved in decision-making while women are largely sidelined—particularly if they are divorced or widowed. Even in communities with queen mothers in Ghana or strong female community leaders, decisions about community affairs are often led by men. This is often exacerbated by poor literacy rates and complex mining laws that make it difficult for women to understand their rights.

Our research confirmed that if the mining industry does not consider gender—from its employment to its community-engagement strategies—women will benefit less than men and will likely suffer the most. This will have immediate and long-term consequences for families, communities, and countries, as well as for the mining companies themselves.

Key Challenges to Women's Economic Empowerment in the Mining Industry in SSA

Negative perceptions and attitudes about women's role in mining: This industry's male-dominated nature has made it difficult for women to break in, and it has perpetuated an internal culture that many women believe is unwelcoming.

Mining equipment and facilities not designed with women in mind: The workplace environment, including safety gear, accommodations for pregnant women, and proper sanitary facilities, are often not available at remote mining locations.

Financial and workplace pressures, particularly for working mothers: Industry demands on workers and contractors in terms of remote site work, unsociable work hours, and expectations of overtime can be difficult when combined with household and childcare responsibilities.

Lack of female role models and mentors: Women are noticeably absent in many senior roles, which makes it difficult for junior-level women to envision a career in the industry and seek professional guidance from those who have been able to rise in mining.

Low education and skill levels: Capturing the few local jobs available in mining is made more difficult by low education levels and limited participation in science and engineering fields among women in SSA.

Limited access to credit and business contracts to grow enterprises: Women business owners are often at a disadvantage in accessing mining supplier contracts because they lack access to credit and skills to grow their businesses. They also may be poorly informed of the opportunities.

High risk of gender-based violence: Sexual harassment and gender-based violence are widespread in many SSA mining regions, triggered by the influx of migrant workers, social disruptions, increasing disposable incomes and associated alcoholism, and higher rates of female employment in prostitution.

Exposure to health and safety risks in ASM: Women in ASM operations are mostly part-time workers and are relegated to secondary, labor-intensive processing activities that exacerbate health and safety risks, including direct exposure to dangerous substances such as mercury.

Lack of information and voice on issues that affect women: Consultation on issues that affect women and their communities are often exclusionary—if not by design, then by default due to traditional norms, education levels, or household burdens that prohibit women from participating in discussions.

Recommendations for Business

Mining companies in the region increasingly recognize that their success depends on ensuring that the benefits of resource extraction are shared widely with society.⁴² This can be achieved only if women and girls participate in and benefit equally and fully from mining industry activity and associated economic development and social progress.

In workplaces and through relationships with contractors and communities, mining companies can unlock new opportunities for women and help shift perceptions about gender roles and stereotypes that hold women back in the industry and in society. To do so, companies should integrate principles of gender equality into business policies and practices, ensure women are consulted and engaged on issues that affect them, and implement specific interventions designed to expand economic opportunities for women. This is consistent with a company's human rights obligations and can help foster better relations with communities.

This section provides recommendations for companies to advance economic empowerment for women—as employees, workers in the supply chain, and as community members. Our recommendations focus on SSA country operations but have relevance for global corporate strategy. We use the Act, Enable, Influence framework illustrated here to describe the different levers companies can use to drive change. We have prioritized the levers and recommendations based on where companies have the greatest opportunity for positive impact.

Act, Enable, Influence



ACT by making changes that are within the company's direct control. This includes company policies, practices, communications, and investments that affect women along the value chain.



ENABLE by supporting, incentivizing, and investing in other actors such as NGOs, business partners, and key stakeholders to accelerate women's empowerment.



INFLUENCE by advocating and sharing knowledge and expertise with government and other stakeholders to drive policy change and transform the industry.

⁴² IFC, 2014.

SUMMARY OF BUSINESS RECOMMENDATIONS

Recommendations	Act	Enable	Influence
<p>1. Gender-Sensitive Workplaces and Benefits</p>	<p>Engage male and female leaders as champions of equality and women's empowerment.</p> <p>Ensure facilities, equipment, and personal protective equipment are gender-sensitive, and accommodations are available for women during pregnancy.</p> <p>Create flexible work arrangements to accommodate working parents at all levels of the company.</p>	<p>Invest in the establishment of quality childcare facilities.</p> <p>Partner with government and NGOs to strengthen public health insurance schemes and health facilities.</p>	<p>Negotiate collective agreements that support a safe and healthy workplace for women.</p>
<p>2. Leadership and Advancement</p>	<p>Ensure promotion processes are fair and transparent, and proactively attract more women to the industry.</p> <p>Roll out unconscious bias training and mentorship programs.</p> <p>Encourage formal and informal leadership opportunities for women.</p>	<p>Use financial and in-kind contributions to support women's networks and associations to foster leadership skills.</p>	<p>Encourage more women and gender officers in natural resource governance.</p>
<p>3. Education and Training</p>	<p>Offer regular professional-development opportunities balancing both job-specific and transferable skills.</p>	<p>Sponsor technical training and internships for young women in partnership with local vocational institutes and universities.</p>	<p>Advocate for greater public investments in girls' education and incentives aimed at keeping girls in school, and encourage more girls to study engagement in science and technical subjects.</p>
<p>4. Freedom from Harassment and Violence</p>	<p>Develop clear no-tolerance policies and reporting and remediation mechanisms on sexual harassment and abuse by workers and contractors.</p>	<p>Support awareness campaigns and local counseling services for victims of gender-based violence.</p>	
<p>5. Entrepreneurship and Business Linkages</p>	<p>Tailor and target local content strategies to women and ensure contract application and award processes are clear and transparent.</p>	<p>Partner with local civil society organizations and financial institutions to strengthen access to finance, skills, and markets for women business owners.</p>	<p>Advocate for the inclusion of gender in local content policies and incentives.</p>

Recommendations	Act	Enable	Influence
6. Inclusive Communities	<p>Ensure community-consultation processes include women and are sensitive to gender dynamics.</p> <p>Create monitoring mechanisms that evaluate project results and impacts on women.</p>	<p>Engage with and support women's organizations to align community-investment strategies with women's needs.</p> <p>Partner with providers to meet growing energy demands.</p>	
7. Support for Artisanal Small-Scale Mining (ASM)	<p>Increase collaboration with ASM through production-sharing or royalty payments and technical support.</p>	<p>Participate in stakeholder forums that seek to help ASM become a driver of inclusive and responsible growth.</p>	

1. Gender-Sensitive Workplaces and Benefits

ACT

Engage male and female leaders as champions of equality and women's empowerment.

Transforming corporate culture to value both genders and attract more women requires tactical changes to policies and practices, as well as a clear commitment to diversity and inclusion by company leadership. Senior executives and supervisors, both male and female, set the tone internally and help ensure that company values and practices cascade down to all levels of the company.

One important part of this is integrating diversity and inclusion considerations more fully into corporate strategy, KPIs, and performance reviews so that senior leadership and the company prioritize diversity and equality. There are also other visible, but often overlooked, actions by senior leaders that can encourage behavior and attitude changes to promote inclusion. This includes opportunities for leaders to speak publicly about their support for gender diversity. Our field research revealed that some mining companies are encouraging women senior leaders to represent the company with the news media and counter criticism and skepticism about whether women can succeed in the mining industry. However, it is not just senior-level women who should champion diversity. Male senior leaders are equally important spokespeople and influencers on gender diversity and women's empowerment.

Ensure facilities, equipment, and personal protective equipment are gender-sensitive, and accommodations are available for women during pregnancy.

More gender-sensitive workplace environments are essential to ensure women achieve their potential at work. When women must worry about their own safety or do not have proper accommodations when they are pregnant or nursing, it affects productivity and increases absenteeism. Companies can help women

feel comfortable and safe at the workplace by establishing appropriate infrastructure and systems. This includes safe transport to and from mines, breastfeeding facilities, personal protective equipment, arrangements for pregnant women, and more.

To support these efforts, companies can consult “Women in Mining: A Guide to Integrating Women into the Workforce,” which was developed by the International Finance Corporation (IFC) as part of a three-year partnership with South Africa-based Lonmin, the world’s third-largest primary platinum producer. It is structured around the functions that relevant departments in a mine need to perform to incorporate women successfully, and it includes a range of tools, such as sample physical requirements for typical mining jobs and sample terms of reference to incorporate gender into a health-risk assessment.⁴³

Create flexible work arrangements to accommodate working parents at all levels in the company.

Beyond physical infrastructure and facilities, there is a need to provide benefits that enable working parents, particularly mothers, to balance work-home responsibilities. Maternity leave is mandated by law in all of the countries included in this research. However, more is needed to enforce these laws, encourage women to take the full length of the leave, and help women re-enter the workforce. As an example, one female mining executive in Ghana informed us that women are allowed to transition back into the workforce after maternity leave, working half days and job-sharing for a period of time. More companies are testing flexible work arrangements to allow employees to balance work and life commitments. It is also important to make these policies available to lower-level workers or workers in the supply chain.

ENABLE

Invest in the establishment of quality childcare facilities.

Another aspect of making workplaces more gender sensitive is making quality, affordable childcare accessible to both direct employees and workers throughout the mining value chain. Companies can work with communities and educational facilities to establish on-site childcare facilities or quality home-based childcare centers near mining operations. An example outside Africa is Rio Tinto Australia, which provides incentives for setting up home-based childcare and for increasing the number of qualified childcare providers. Similar types of programs are needed in SSA.

Partner with government and NGOs to strengthen public health insurance schemes and health facilities.

Access to quality, affordable health care is critically important for all workers. Although on-site health-care clinics are common, many women said those facilities typically provide only basic first-aid services, and that employees bear the cost of getting to a hospital when they have a more serious illness. The situation is particularly challenging for women working for company suppliers or smaller mining companies. In one of our focus groups, a female security guard contracted to work at a large mine site said she did not receive reimbursement from her employer for a recent surgery, despite being entitled to it in her contract.

⁴³ IFC, 2009.

Our research in Ghana revealed that many women signed up to the National Health Insurance Scheme, but the quality of care was so low that they preferred to pay out of pocket at a private hospital.

While companies can take steps to improve on-site health-care services, they also can support the local health system in partnership with local and national governments and NGOs. This is particularly beneficial for workers in the supply chain, their families, and community members who may not have access to on-site clinics and who rely on public health insurance and facilities for care. There also may be opportunities to partner with health-care companies that are investing in strengthening access to medicines and health systems.

INFLUENCE

Negotiate collective agreements that support a safe and healthy workplace for women.

Companies can work with local mining unions to advocate for collective agreements that create more gender-sensitive workplace environments and benefits. The Ghana Chamber of Mines has negotiated collective agreements that address issues facing women employees, including maternity leave and sexual harassment. The chamber is also in discussions to make facilities and provisions more accommodating for women.

CASE STUDY**Rio Tinto: Integrating Gender into Corporate Strategy**

In the late 2000s, Rio Tinto recognized that it had made significant advances in community-engagement practices. While the company had several toolkits and guidelines to facilitate and promote work with communities, reference to a gender dimension was often obscured. To address the company developed a 108-page guide on how to integrate gender considerations into all stages of an operation's life, from exploration through closure, as well as in all operational areas, such as communities, human resources, and health and safety.

The guide, "Why Gender Matters," introduces a four-step process to integrate gender into its operations:

First, know and understand the underlying gender situation. Cultural and religious differences influence the gender balance in each region or country and, thus, there cannot be one uniform gender policy.

Second, plan and implement the community strategy with respect to the underlying gender issues into achievable long-term milestones. This includes aligning the gender milestones with operational milestones to signal the significance of gender-related goals.

Third, monitor, evaluate, and, if necessary, improve the current policy or strategy. There is a need to set up a monitoring infrastructure, which includes gender-sensitive indicators.

Fourth, report and communicate which actions have been taken to address gender issues, and share the results of those actions. Additionally, gender-related performance needs to be reported just like regular operational reports.⁴⁴

⁴⁴ Rio Tinto, 2009.

2. Leadership and Advancement

ACT

Ensure promotion processes are fair and transparent, and proactively attract more women to the industry.

Gender gaps in participation at all levels and functions in mining companies means that efforts should be made to promote equality in recruitment, retention, and promotion. As a starting point, companies should ensure that recruitment and promotion processes and decisions are fair and provide equal opportunity for men and women.

In addition to eliminating barriers, companies also should proactively bring more women into the recruitment process. Some companies have done this by setting diversity targets for specific positions, advertising positions with women's associations and universities, and encouraging women already inside the organization to apply for positions that were traditionally filled by men.

As an example, Anglo American actively advocates the advantages of recruiting women to positions where traditionally only men have been hired, such as truck drivers on the mine site.⁴⁵ BHP Billiton has set an aspirational target for 2025 to have 50 percent of its workforce female, arguing that a gender balance of employees will improve performance. According to the company, its "top 10 most inclusive operations" performed 15 percent better than the group average.⁴⁶

Roll out unconscious bias training and mentorship programs.

Unconscious bias and gender stereotypes can heavily influence the way people perceive others, contribute to discrimination, and, ultimately, hold women back. The traditional and misguided belief that women cannot do certain mining jobs has a lingering effect on promotion decisions. Gender stereotypes, focus group participants indicated, give way to perceptions that young women who could become pregnant soon are less attractive leadership candidates.

Overcoming these biases can be particularly difficult in many SSA countries, where traditional norms and perceptions about appropriate gender roles and behaviors permeate society and the workplace. Moreover, some stakeholders informed us that many male colleagues do not recognize the problem and dismiss women's concerns. However, companies can take action to change mindsets internally and support greater understanding across genders. For example, other traditionally male-dominated industries such as information and communications technology (ICT) and financial services are starting to adopt unconscious bias training for employees and are investing more in mentorship programs across genders. Similar approaches could be pursued in mining and tailored to the SSA context.

⁴⁵ Anglo American, 2015.

⁴⁶ Wilson, 2016.

Encourage formal and informal leadership opportunities for women.

The lack of women in leadership can have ripple effects throughout the talent pipeline. When women in junior positions do not see other women in positions of leadership, they can doubt their own capabilities, which can keep them from putting themselves forward for promotion.

In addition to encouraging more women to apply for promotions, companies can encourage more informal leadership opportunities in the company, such as through employee resource groups and internal committees. For example, Chirano Gold Mine in Ghana (Kinross Company) has created a women's club, with the goal of empowering women in the mining sector and creating an environment to provide support, advice, and mentorship. Currently, the club has 180 women, including employees and contractors at Chirano, along with local women and students who aspire to get into mining. Networks like this encourage women to advance their skills and ideas at work.⁴⁷

ENABLE

Use financial and in-kind contributions to support women's networks and associations to foster leadership skills.

Companies also can partner with credible leaders and vocal champions in communities and industry associations to engage more women and foster leadership skills. The global network Women in Mining has local chapters in many African countries, including Ghana and South Africa. This network seeks to inspire, support, and develop the progression of women in the mining industry through access to education, skills development, mentorship, and representation.⁴⁸ Companies can donate directly to such organizations, sponsor and participate in events, provide mentorship, and partner on research.

INFLUENCE

Encourage more women and gender officers in natural resource governance.

Companies also can help shift the industry by encouraging more female participation and gender officers in the governance of the extractive industry. This helps bring more women into decision-making roles in extractive governance, and it also ensures that gender considerations are taken seriously in policies and incentives related to the industry.

The Ghana Chamber of Mines has a gender officer, and many countries in Africa's Great Lakes Region have adopted national gender policies that are tied to the International Conference on the Great Lakes Region (ICGLR) regional initiative against the illegal exploitation of natural resources.⁴⁹ In Zimbabwe, where mining contributes more than 10 percent to GDP, the Ministry of Women Affairs, Gender, and Community Development is facilitating women's representation in decision-making bodies and state

⁴⁷ Kinross, 2016.

⁴⁸ Women in Mining South Africa, 2016.

⁴⁹ Hinton, 2012.

institutions. This will ensure a 50:50 male-female ratio on the boards of important mining administrative institutions and other state-owned companies in the mining sector.⁵⁰

CASE STUDY

Newmont: Women's Consultative Committee and Women and Allies Network

Three years ago, Newmont Mining put in place a diversity and inclusion standard and strategy, based on the belief that greater diversity improves business results. At a regional level, there are strategies to tap into the internal and external pipeline to help more women reach the executive level. Several metrics were set for executive-level women, women managers, and women overall in the organization. Two women serve on the 11-person leadership team in Ghana.

At a local level, Newmont set up a Women's Consultative Committee (WCC) as part of the gender plan the company established in 2006. The WCC serves as a platform for women in the Ahafo area to freely express their interests and needs and actively participate in community decision-making. In 2009, the group independently initiated the WCC Self-Help Fund, which disburses loans to WCC members or contributing women in the community. Between 2009 and 2014, the fund loaned nearly US\$18,000 to 425 women.⁵¹

In 2016, Newmont introduced the concept of business resource groups in Ghana, with a mission of enhancing the representation and contributions of women through professional development and building a more inclusive workplace culture. Initiated at two mines, Ahafo and Akyem, and at the regional office in Accra, the Women and Allies Network was symbolically launched on International Women's Day 2016. The group has addressed critical issues for women by engaging in activities from breast cancer awareness, education and fundraising, to promotion of women and girls in STEM through conferences and mentorship.^{52,53}

3. Education and Training

ACT

Offer regular professional-development opportunities balancing both job-specific and transferable skills.

Throughout Africa, women's lower education levels make it difficult for women to capture economic opportunities provided by mining operations. In our Ghana survey, 24 percent of the women in mining had a university or post-graduate degrees, versus 44 percent in ICT and 12 percent in apparel. The situation is even more concerning in technical fields. A 2012 study by Women Who Mentor and Innovate in Africa

⁵⁰ Madziva, 2014.

⁵¹ Newmont, 2017.

⁵² Newmont, 2016.

⁵³ Citifmonline.com, 2017.

found that of 1,341 registered engineers in Kenya, 1,298 (96.8 percent) were men and 43 (3.2 percent) were women.⁵⁴

Aside from the skills needed to enter the industry, many women involved in our research indicated that they received training when they were hired, but had few opportunities to advance their job skills. This contributed to serious concerns about job security. The boom-bust nature of the industry, especially at a time of declining gold prices, left many women feeling like they had few job alternatives, given their low skill levels.

In contrast to other sectors, the majority of women surveyed in Ghana were not interested in further study, but rather in skills that would provide job security in mining or another industry. Most women in our mining industry research were mothers and traveled to the mine site, so they prefer training at the workplace.

ENABLE

Sponsor technical training and internships for young women in partnership with local vocational institutes and universities.

As highlighted earlier in this report, there are many reasons for women's lower education rates, including public policies, school fees, and traditional norms and societal expectations that lead families to keep young girls at home to tend to household responsibilities. Some of these challenges are particularly acute in remote mining communities.

Increasing automation in the industry, with everything from driverless trains and haul trucks to remote monitoring of operations, is expected to have profound effects on on-site employment opportunities and skill requirements.⁵⁵ This could present both advantages and disadvantages for women if there is lower demand for physical labor and higher demand for technical skills, in the wider context of reduced overall employment opportunities. It is essential that investments are made to prepare young women for the jobs of the future.

Companies can support education for young women in gemology, geology, and other technical fields through the Federation of African Women in Business as part of the African Union gender parity agreements intended to be achieved by 2020.⁵⁶ In addition to financial contributions to advance technical education and training, companies can provide bursaries for education and internships to work in new departments.⁵⁷

⁵⁴ UN Women, "Gender Forum-Pushing to Parity in Science, Technology, Engineering, and Mathematics (STEM) at Kenya National Theatre," 2016.

⁵⁵ McNab, et al., 2013.

⁵⁶ UN Women, 2015.

⁵⁷ IFC, 2009.

INFLUENCE

Advocate for greater public investments in girls' education and incentives to keep girls in school, and encourage more girls to study science and technical subjects.

Companies also can advocate for public investment in education and for girls to complete secondary school. Such investments can be used to reduce school fees, strengthen school facilities and teacher skills, and promote greater community awareness of the importance of girls' completion of secondary and higher education. Companies also can support various forums that are trying to engage more girls in science, technology, engineering, and math (STEM) subjects. The Gender Forum convened by Heinrich Böll Stiftung in Nairobi aims to advocate for gender parity in STEM subjects and work fields. That monthly public dialogue brings together scholars, civil activists, government institutions, students, and the general public to share knowledge and inspire a gendered analysis of policy and programs. Taungana, an Africa-wide STEM program run by young women in science and technology, also brings together schoolgirls and their parents to demonstrate the opportunities that arise when girls are involved in tech fields.⁵⁸

4. Freedom from Harassment and Violence

ACT

Develop clear no-tolerance policies and reporting and remediation mechanisms on sexual harassment and abuse by workers and contractors.

Sexual harassment and gender-based violence are widespread in many of Africa's mining regions. Research shows that such violence is triggered by a number of factors, including an influx of migrant workers, social disruptions, an increase in disposable incomes and associated alcoholism, and higher rates of female employment in prostitution.⁵⁹

In line with the UN Guiding Principles on Business and Human Rights, companies have an obligation to respect human rights in their operations and in their supply chains. Although most companies have sexual harassment policies, additional efforts are needed to strengthen and communicate expectations to all employees and suppliers and develop appropriate monitoring mechanisms. Our field research revealed that women felt one of the most important actions companies can take is to communicate a clear policy and discipline employees who abuse or make unwanted sexual advances. They also called for grievance mechanisms such as hotlines to report abuses without fear of retaliation. Companies also can provide referrals to counseling services, medical support, and legal aid.

⁵⁸ UN Women, "Gender Forum-Pushing to Parity in Science, Technology, Engineering, and Mathematics (STEM) at Kenya National Theatre," 2016.

⁵⁹ UN Women, "Gender Equality in the Extractive Industries in Africa," 2014.

ENABLE

Support awareness campaigns and local counseling services for victims of gender-based violence.

In most mining regions, women lack awareness of and access to care and support services—including local government resources, health care, police, and legal assistance. Companies can help strengthen these services through financial and in-kind support to build capacity and coordination among service providers.⁶⁰ In some countries, the development of Gender Dialogue Groups in mining communities helps provide a safe space for women to share concerns and gain tools and resources to prevent gender-based violence.⁶¹

Efforts to strengthen economic opportunities for women also can help prevent women from turning to prostitution as an alternative source of income. At the same time, some communities have seen a rise in domestic violence when women gain greater economic independence. Because of this, efforts should be made to assess risks and strengthen education and awareness campaigns among men and women.

CASE STUDY

Barrick Gold Corporation: Gender-Based Violence Prevention

Barrick is partnering with the NGO White Ribbon to implement gender-based violence prevention programming at several mine sites and host communities. White Ribbon is the world's largest movement of men and boys working to end violence against women and girls. It operates in 65 countries, collaborating with local partners to examine the root causes of gender-based violence and promote a culture shift toward a future without violence. The White Ribbon represents a pledge men and boys make to never commit, condone, or remain silent about violence against women and girls.

Barrick is rolling out this project in the United States (Nevada), Zambia, and Papua New Guinea. Groundwork for the four-year project began in 2012 and involved meetings with stakeholders in each location to develop programs tailored to their unique needs.

In Zambia, White Ribbon is in the process of implementing a program that builds critical knowledge and skills in financial management, while helping participants understand and challenge social norms that create inequalities between men and women. The training will be held with employees at Barrick's Lumwana copper mine. In addition, the local YWCA chapter will be supporting White Ribbon in the implementation of initiatives such as peer-to-peer outreach, work with youth, and engagement with cultural and faith leaders to highlight the positive role men and boys can play in promoting gender equality and preventing violence against women and girls.⁶²

⁶⁰ Von Gall, 2015.

⁶¹ World Bank, 2013.

⁶² Barrick Beyond Borders, 2014.

5. Entrepreneurship and Business Linkages

ACT

Tailor and target local content strategies to women and ensure contract application and award processes are clear and transparent.

While direct employment for local communities is often limited in mining operations, the industry can be a significant economic multiplier through the indirect and induced employment across the value chain. This can include both formal and informal businesses providing a range of goods and services like catering or security to mining companies, contractors, or even individual employees.

Companies can include a gender lens in their local content programs to create opportunities for women in the value chain. These programs should be sensitive to the specific challenges and needs that women business owners face in growing their businesses. This can include training programs tailored or targeted to women business owners who could become eventual contractors. Efforts also are needed to streamline licensing requirements and ensure transparency in how licenses are allocated so that women understand what is expected to secure contracts with the company.⁶³ Some companies have created quotas on goods and services supplied by women, as they tend to be disadvantaged through the first-come, first-serve approach.

ENABLE

Partner with local civil society organizations and financial institutions to strengthen access to finance, skills, and markets for women business owners.

Companies can work with NGOs, local capacity-building organizations, and financial institutions to strengthen women's entrepreneurship and ability to meet the business needs of large companies. This requires multiple intervention points to address key gaps in skills and knowledge, as well as access to finance and markets.

For example, Newmont Corporation established its Ahafo Linkages Program in 2007 to build the capacity of select local micro-, small-, and medium-scale enterprises so they can offer competitive bids on contracts from the Ahafo mine and other national and regional companies. Through this program, about 400 local businesses have received contracts from the Ahafo mine.⁶⁴ The program placed a special emphasis on supporting women entrepreneurs and incorporating HIV/AIDS into its training activities through the IFC Gender Entrepreneurship Markets and the IFC Against AIDS programs.⁶⁵

In addition to capacity-building, companies can work with financial institutions to improve access to loans. For example, the World Bank has introduced small grants coupled with financial literacy training for women running small- and medium-sized enterprises in mining areas.⁶⁶ As highlighted in the Base

⁶³ UN Women, 2015.

⁶⁴ Newmont, accessed October 17, 2016.

⁶⁵ IFC, 2007.

⁶⁶ UN Women, "Mapping Study on Gender and Extractive Industries in Tanzania," 2016.

Titanium case study on page 24, companies also can form partnerships to help strengthen markets for goods and services produced by women in communities near mining operations.

Advocate for the inclusion of gender in local content policies and incentives.

Companies can encourage gender considerations in national/local content laws and programs to ensure that more women benefit from government incentives and investments in local capacity-building. For example, South Africa's Codes of Good Practice set specific procurement targets (for 2015 to 2019) to give preference to suppliers that are more than 30 percent owned by black women, and to give preference to micro, small, and medium enterprises.⁶⁷

In Ghana, several women's rights organizations, including NETRIGHT, have been reviewing existing legislation, policies, and institutional frameworks governing the oil and gas sector. They are trying to identify gaps in local content policies that could help women participate more fully in the extractive industry.^{68,69}

⁶⁷ Columbia Center on Sustainable Investment, 2015.

⁶⁸ Government of Ghana, 2013.

⁶⁹ Zaney, 2017.

CASE STUDY

Base Titanium: Building Sustainable Livelihoods in Kenya

Base Titanium engaged Business for Development (B4D) to design a community-development program that will outlast the life of its mine in Kwale, Kenya. The program focuses on empowering farmers with the resources needed to build a sustainable income, while supporting local development. Working directly with local farmers, the project supports the management of crops, provides education on best practices, and equips farmers with the resources they need to produce a successful harvest. The program partners with Cotton On Group, an Australian apparel company, which has committed to source only sustainable cotton by 2023.⁷⁰ It is currently sourcing over 10,000 tons of cotton from the farmers in Kwale.

While men tend to be the heads of households in this predominantly Muslim community, women are often involved in farming. The program explicitly aims to include women farmers but recognizes that the community gender dynamics can make that difficult. To address this, B4D extends the training invitations to farmers and their wives deliberately. When the wife does not come to the training, B4D meets and trains her when the organization visits the farm.

As the program scales, this practice is being passed down to the extension workers, who ensure that women are always present whenever they visit the farms. Forty percent of the cotton farmers receiving training are women, and 95 percent of the poultry farmers are women.⁷¹ The project began in 2014 with five farmers producing 2 tons of cotton; by 2017, it aims to reach 2,500 farmers and produce more than 3,000 tons.

6. Inclusive Communities

ACT

Ensure community-consultation processes include women and are sensitive to gender dynamics.

Companies should seek community consultation and decision-making processes that help share women's experiences, perspectives, and incorporate them into decisions about resettlement, compensation mechanisms, and community investments.⁷² The World Bank highlights that the presence of women on a committee does not necessarily fulfill obligations to gender sensitivity. Women may not always actively participate, and they may be hesitant to contradict men, or to break with traditional gender roles for participation.⁷³ It is important that the timing, location, and information take into consideration the literacy levels and technical knowledge of women, as well as their ability to attend the meetings (with

⁷⁰ Business for Development, 2016.

⁷¹ Ibid.

⁷² Hill, Madden, and Ezpeleta, 2016.

⁷³ Eftimie, Heller, and Strongman, 2009.

regard to location, working hours, and gender group hierarchies).⁷⁴ Companies also can set up women's committees that provide a space for women to speak freely.

A few examples outside SSA offer inspiration and suggestions. As part of the company's initial community-consultation process, Rio Tinto's community relations officer organized a meeting specifically with women, who raised concerns about impacts on land rehabilitation and quality, and the potential risk of exotic plants being introduced. These issues related directly to women's central role in dairy production. This helped Rio Tinto map out the area and potential impacts, as women had a deeper knowledge of the pasture lands and seasonal fluctuations.⁷⁵ The Ok Tedi case study on page 28 also demonstrates various strategies used to ensure women can play a more active role in consultations.

Create monitoring mechanisms that evaluate project results and impacts on women.

It is critical that companies include a gender perspective in monitoring and evaluation mechanisms so that they capture the results and outcomes on women. This requires collecting gender-disaggregated data to determine how men and women may be affected differently. It also includes capturing information that is specifically relevant to women, such as impacts on maternal health, domestic violence, or attitudes of communities toward women.

Several organizations, including the IFC/World Bank and International Alert, have developed guidance documents to help companies identify appropriate indicators. For example, International Alert's "Measuring Gender in Peace-Building" includes lists of indicators that could be applied to mining operations both in and outside conflict zones. These include women's mobility, division of household chores, and attitudes about women earning more than men.⁷⁶ It is also important that companies consider how data are collected to ensure surveyors or interviewees are sensitive to education levels and gender dynamics in households and communities.

⁷⁴ Centre for Governance and Development, 2015.

⁷⁵ Women's Empowerment Principles, 2016.

⁷⁶ Myrntinen, Popovic, and Khattab, 2016.

CASE STUDY

Kinross Chirano Mine: Women's Club as a Platform for Mentorship

In 2015, women employees at the Kinross Chirano mine, located in rural southwest Ghana, decided to form a women's club to build a greater sense of belonging among the Kinross family. The club would give women the opportunity to share experiences and have a stronger voice within the mine community. The objectives of the women's club are to work on women's issues; provide a platform for mentorship, guidance, and role models; and develop partnerships that help advance the role of women in the mine.

"Women's perspectives and experiences help broaden the company's insight and strategies and can lead to achieving set targets and goals," said Hilda Arhin, who worked in talent acquisition at Chirano and served as the founding president of the women's club. "Women are great leaders and their contributions cannot be underestimated."

In addition to serving as a platform for dialogue, the club is collaborating with local groups such as the Sefwi Health Initiative to work with women in the local community on health awareness. Discussions about women's health are supported by the Kinross mine doctor, who provides training for local nurses on how to generate candid discussions on culturally sensitive issues.

The club started with a membership of about 180, including employees and contractors, and the opening event drew wide participation from community members. The club is supported by Joyce Ayree, ex-president of the National Chamber of Mines, who has been a role model for women in Ghana's mining sector.⁷⁷

ENABLE

Engage with and support women's organizations to align community-investment strategies with women's needs.

Companies can work closely with local women's organizations, governments, and other groups to ensure that their community investments target needs identified by women, and to ensure that they are implemented in partnership with women.

There are a growing number of examples of this. In the Democratic Republic of the Congo, Freeport-McMoRan's Social Community Fund (US\$3.7 million) aimed to increase female literacy in concession communities and improve access to vocational training for residents. In response to community desires,

⁷⁷ Kinross, 2016.

the fund launched a literacy and life-skills program for women and girls in 2015. More than 700 women and girls are now receiving instruction on reading, writing, basic math, household savings, and other topics related to human rights, health, and hygiene.⁷⁸

At Tanzania's Bulyanhulu mine, Acacia Mining has been working to ensure that communities within its operating areas have access to ample, clean, and safe water. Nine water boreholes have been drilled, which has enhanced the health and well-being of communities and reduced the time local women had to spend traveling in search of water. This gives community members more time to engage in productive activities.

Partner with providers to meet growing energy demands.

Erratic power supply and rising electricity prices in many African mining countries are placing a considerable burden on mining companies, as well as individual households and local businesses. Moreover, only one in three Africans has access to electricity.⁷⁹ Ensuring a reliable, affordable energy supply is essential for the mining sector to grow, invest in its workforce, and stabilize the costs of living for workers. While the problem affects both genders, women are often more affected because, in many traditional households, they are responsible for fetching firewood, cooking, and doing other activities that rely on a stable energy supply.

There are a number of ways companies can contribute to building a more reliable, affordable, and sustainable power supply. Arrangements can vary from sharing energy generated through self-supply resources to strengthening national grids by becoming long-term, reliable customers for the power sector. Most importantly, there needs to be more mining-power integration, especially given mining's growing appetite for power and the consequences for communities. Mining's demand for power in SSA is expected to triple between 2000 and 2020.⁸⁰

Because many mines are located in remote regions with limited transmission lines, there are significant opportunities to introduce distributed renewable energy, particularly photovoltaic energy sources. Companies can partner with energy companies and NGOs to implement renewable energy projects. For example, South African mining company Gold Fields is working with the Carbon War Room Sunshine for Mines Project, which aims to rapidly accelerate the installation of on-site renewable energy capacity into the power systems of on- and off-grid mines.⁸¹

While distributed energy solutions are needed, companies also should seek out ways to support efforts that expand access to clean, modern energy for communities surrounding mines. The World Bank has documented a range of different options mining companies can pursue, including shared investments in isolated grids, distributing the mine's supply to communities, and/or supporting different home solar and clean-cooking solutions through NGOs and social enterprises. Many of these groups also place a strong emphasis on women's empowerment. For example, Solar Sister's mission is to eradicate energy poverty

⁷⁸ Freeport-McMoRan, 2017.

⁷⁹ World Bank, "Power of the Mine: Infographic," 2015.

⁸⁰ Blondeau, 2015.

⁸¹ Sunshine for Mines, 2017.

by combining clean-energy technology with a deliberately woman-centered direct sales network to bring energy and economic opportunity to the most remote communities in rural Africa.⁸²

CASE STUDY

Ok Tedi: Inclusive Consultation in Papua New Guinea

The important role women have played in negotiations at the Ok Tedi mine in Papua New Guinea provides useful insight into how legal and development advice can help women negotiate effectively and communicate their requests.

Prior to 2007, women were not involved in any consultations regarding the community mine continuation agreement, which defines the cash compensation, investment, and development payments villages affected by the operations receive. Ok Tedi and independent facilitators helped persuade the state and male beneficiaries to include women in negotiations. Several strategies were employed to help women negotiate effectively. Women held side meetings to strategize and approach the negotiations tactfully, and independent facilitators worked with the mine's gender desk to consult women in affected villages. They also brought in experience from the Women in Mining project.

This helped women secure an agreement giving them 10 percent of all compensation, 50 percent of scholarships, cash payments into family bank accounts (to which many women are cosignatories), and mandated seats on the governing bodies implementing the agreement (including future reviews of the agreement). Women's entitlements became legally enforceable rights in agreements signed by the state and the developer. This arrangement was, and remains, unprecedented globally.^{83,84}

⁸² Solar Sister, 2017.

⁸³ Popoitai and Ofosu-Amaah, 2013.

⁸⁴ Ok Tedi Mining, 2017.

7. Support for Artisanal Small-Scale Mining (ASM)

ACT

Increase collaboration with ASM through production-sharing or royalty payments and technical support.

There have been a growing number of confrontations between large companies and ASM communities, resulting in serious consequences for safety and security. Mismatched expectations and nonexistent or poorly enforced legal frameworks have fueled tensions and mistrust between companies and ASM.

For companies to secure their social license to operate, they must address issues facing ASM. This is also an important part of ensuring that the benefits of mining are shared more widely, especially with women. Companies can take several actions to support ASM, from developing production-sharing agreements and providing royalty payments to offering technical support.⁸⁵

Various organizations have developed toolkits to help companies collaborate more effectively with ASM. The World Bank's "Gender Dimensions of Artisanal and Small-Scale Mining: A Rapid Assessment Toolkit" aims to help stakeholders understand men's and women's differentiated access to the resources and opportunities associated with ASM, and how they are affected by ASM.⁸⁶ The International Council for Mining and Metals also has identified tools and approaches that large-scale companies can use to engage ASM throughout the project life cycle. This includes approaches to establishing purchasing programs with ASM or provide concessions to ASM.⁸⁷

ENABLE

Participate in stakeholder forums that seek to help ASM become a driver of inclusive and responsible growth.

There is a growing global consensus that ASM activities need to be formally recognized to improve practices, reduce environmental degradation, and protect human rights. Large-scale companies can participate in external dialogues and support initiatives that seek to strengthen conditions in the ASM sector; improve access to finance, training, and technology for female miners; and establish legal frameworks that provide a positive path forward for all stakeholders.

For example, the International Institute for Environment and Development launched a series of dialogues in various countries, starting in Ghana, to help the ASM sector become an inclusive, responsible, rights-based engine for growth.⁸⁸ The World Bank also is pursuing a pilot project to improve conditions and livelihoods of small-scale miners and facilitate cooperation between ASM and large-scale mining in

⁸⁵ African Union and African Minerals Development Centre, 2015.

⁸⁶ Eftimie, et al., 2012.

⁸⁷ Wall, 2010.

⁸⁸ International Institute for Environment and Development, 2016.

Tanzania. The program is supported by the government of Tanzania, two of the country's gold mining companies, and an association of small-scale miners.⁸⁹

Complicating the situation, studies show that women's participation in ASM typically declines to less than 5 percent as mining becomes more formal and industrialized, as in medium- to large-scale mining.⁹⁰ Thus, it is important that any efforts at formalization address any unintended consequences for women.

CASE STUDY

AngloGold Ashanti: Partnering with Artisanal Miners in Ghana

AngloGold Ashanti has developed a program that aims to give artisanal miners legal mining rights on land in concession areas. In return, the miners must register and comply with some basic health, safety, and environmental requirements.

Most of the property identified for disposal to small-scale operators is restricted to narrow high-grade veins or alluvial deposits, which are generally not of interest to the company in the short term. However, one of the key advantages of the approach is that it gives the operators a real, value-based, commercial interest in the property.

In Ghana, AngloGold Ashanti is working with other mining companies, the Chamber of Mines, and the National Minerals Commission to identify properties suitable for small-scale mining and to promote registration by miners. A similar program is being developed in Tanzania.

While the AngloGold Ashanti initiative is motivated by a concern to prevent encroachment, this is a model that goes beyond old-style corporate social responsibility. The programs are in their early stages and have not been subject to independent evaluation, so it is not possible to determine their effectiveness, but their potential for wider application merits consideration.⁹¹

⁸⁹ World Bank, "Innovative Small-Scale Mining Initiative Kicks Off in Tanzania," 2014.

⁹⁰ Hinton, 2012.

⁹¹ Watkins, 2013.

Appendix

Research Approach

PURPOSE

The purpose of the research was to understand the major issues holding back women in SSA from achieving their full potential, and to identify practical actions companies can take to advance women's economic empowerment. To do so, we investigated the barriers to women's economic empowerment in the region, and how business interacts with and affects women who serve as employees, participants in value chains (including direct suppliers, distributors and entrepreneurs, and customers), and members of communities where companies operate. Our analysis takes into account the wider economic, social, cultural, and political conditions of SSA that help or hinder women's advancement.



SCOPE

While the research looked at SSA as a whole, we focused on three countries—Ghana, Kenya, and Tanzania—to provide greater depth and specificity, as well as to test and validate the more general findings. We selected these countries in part for their geographic diversity (spanning western and eastern SSA), differences in GDP per capita (just over US\$1,300 for Ghana and Kenya, but under US\$900 in Tanzania),⁹² and differences in women's status in society (Tanzania lags behind Ghana and Kenya, especially in terms of high rates of child marriage and violence against women).

To develop the broader recommendations for business, we investigated commonalities and differences among three key industries: apparel, mining, and mobile telecommunications. We chose to focus on these industries because of their current or potential importance to the region's economies, their strong representation among BSR member companies, and the differences in levels of maturity among the industries in the target countries.

These three industries have very different histories and growth forecasts in SSA and in individual countries in the region. Due to their businesses models and activities, their value chains look different, as does the way they impact and contribute to society.

⁹² World Bank, 2015.



APPAREL MANUFACTURING



MINING



MOBILE TELECOMMUNICATIONS

Apparel: SSA's apparel manufacturing industry experienced a steep decline after the 1980s, but, recently, East Africa, particularly Ethiopia, Kenya, and to a lesser degree, Tanzania, has received a boost from international brands that are interested in expanding sourcing from the region. In other countries, like Ghana, the apparel industry continues to struggle to attract international buyers.

Mining: The mining industry has been operating in many SSA countries, including Ghana, South Africa, and Tanzania, for decades. Mining contributes significantly to those countries' GDP; however, in Kenya, the mining industry is just getting a foothold. Across the continent, most of the industry's activity is in the exploration, construction,

and production phases, with just a small portion of natural resources being sold for local consumption.

Mobile telecommunications: The mobile telecommunications industry is a newer industry that has seen rapid growth, with more than 100 percent mobile phone penetration in some countries due to multiple phones per user. While it is growing throughout SSA, the industry is particularly strong in Kenya, which has been called the "Silicon Savanna." The industry is rapidly evolving, with new mobile products and services and expansion into rural markets in the face of growing competition in cities and in traditional middle- to high-income demographics.

Although some research has been conducted on how these industries are affecting women globally, little of this research focuses on SSA, and not much research at all looks specifically at women who are directly employed by these industries. While we focused our research primarily on women employees, we also explored how business can strengthen opportunities for women engaged in the value chain, including direct suppliers or contractors, distributors, entrepreneurs, customers, and community members.

CORE FRAMEWORKS

In this report, we use two frameworks: the building blocks of a holistic approach to women's economic empowerment and Act, Enable, Influence.

This report builds on previous research by BSR and other organizations, which established that effective business strategies to women's economic empowerment require a holistic approach that addresses underlying systemic issues, including economic, social, cultural, and political barriers to gender equality and women's empowerment.⁹³ These factors affect all members of society, but they often have a disproportionate effect on women in SSA because of their lower economic and social status, overwhelming presence in lower-paying jobs, limited access to finance, and position as the primary caregivers for children and family members.

⁹³ Davis Pluess and Pruzan-Jorgensen, 2016.

As a basic framework, we use eight building blocks to a holistic approach to women's economic empowerment developed by the ICRW, Dalberg Global Development Advisors, and the Oak Foundation.⁹⁴ We added to that framework the contextual factors we found relevant to SSA.

Our research recognizes that companies can pursue many different strategies to drive change. Every company can take action in areas under their direct control, and they can also enable and influence actions by others by providing incentives, partnering, and communicating with other companies, partners, individuals, and policymakers. In recognition of this, our recommendations are based on a framework for business action that features three elements: Act, Enable, Influence. In this report, we have prioritized the areas where companies are likely to have the greatest impact on advancing women's economic empowerment.

We developed our recommendations by considering the barriers to women's economic empowerment in SSA, the specific challenges faced by women in the focus industries, and the most powerful actions companies could take to affect change.

Methodology

Our research methodology included three main components: literature review, expert interviews, and primary research conducted in the field. This triangulation of methods allowed us to capture the viewpoints of a range of experts and individual stakeholders in order to identify relevant recommendations for companies operating in SSA to advance women's economic empowerment. It is not intended to forecast the impacts of the industry on women or the implications for women of changes in these industries.

LITERATURE REVIEW

The research began with a review of existing studies by academia, national agencies, and international and African development organizations on the challenges and opportunities facing women in the region. We focused on the economic, cultural, and social conditions at the regional level, with specific attention given to Ghana, Kenya, and Tanzania. We also reviewed relevant corporate sustainability reports and other reports on business engagement in women's economic empowerment to establish a foundation of knowledge and assumptions on the risks and opportunities for business in promoting women's economic empowerment. Here again, we applied a specific emphasis on SSA and the three focus countries.

We also conducted a more focused review of literature and perspectives on apparel manufacturing, mining, and mobile telecommunications, including their presence in the region and impacts on society and women. We also reviewed literature that highlighted industry best practice from other regions, including Latin America and Asia, to provide insights into feasible recommendations for the three focus industries.

⁹⁴ The building blocks framework was first introduced by ICRW, Dalberg, and the Oak Foundation in "The Business Case for Women's Economic Empowerment: An Integrated Approach." BSR expanded on this framework in another report, "Building Effective Strategies for Women's Economic Empowerment," and in "Women's Empowerment in Global Value Chains," in partnership with Women Deliver and the Ministry of Foreign Affairs of the Netherlands.

We conducted extensive desktop research and based our research on BSR's experience of women's economic empowerment, credible third-party sources, and existing knowledge of SSA. However, our research does not provide a comprehensive assessment of all public record resources available. In addition, our analysis is based on data covering SSA, with a particular focus on Ghana, Kenya, and Tanzania. When data for SSA were unavailable, we used statistics from Africa more broadly. While an historical perspective is important to understand progress made on women's economic empowerment over time, our findings focus on the current situation of women in SSA.

EXPERT INTERVIEWS

We engaged three different groups of experts in interviews to validate our literature review, provide additional insight on challenges and opportunities, and inform our primary research questions and approach. In total, we conducted more than 20 interviews with experts from these three groups:

- » **Civil society:** This included representatives of development agencies and NGOs that are active in promoting women's rights and empowerment. Many interviewees had expertise in SSA and/or specific focus countries and/or they have worked with women engaged in or affected by specific industries. These interviews surfaced common challenges and success cases in the region and/or industries and identified a number of key stakeholders for the primary research.
- » **Companies:** To complement the literature review, we also engaged representatives of the apparel, mining, and mobile telecommunications industries to understand current activities in the region, as well as barriers and areas presenting opportunities for companies to drive greater action on women's economic empowerment generally and in SSA.
- » **BSR experts:** This included BSR industry and issue experts who provided global lessons and industry-specific challenges and opportunities to promote women's economic empowerment.

PRIMARY RESEARCH

Our primary research sought to uncover specific and empirical insights into the experiences of women who work in, have business relationships with, or are otherwise economically affected by the apparel, mining, and mobile telecommunications industries in Ghana, Kenya, and Tanzania. We conduct semi-structured interviews with people in companies from these industries that are operating in our focus countries. Where possible, we engaged companies that have operations across the region for a cross-country comparison. We conducted additional semi-structured interviews with women's empowerment organizations, international development NGOs, international finance institutions, and other agencies with a focus on women. With these groups, we focused on the underlying issues that prevent women from succeeding and achieving economic empowerment. In total, we conducted more than 40 stakeholder interviews across Ghana, Kenya, and Tanzania.

Our on-the-ground research in Ghana with local women employed in the apparel, mining, and mobile telecommunications industries used two data-gathering techniques: qualitative (focus groups), followed by quantitative (surveys). We targeted women who were directly employed by these industries, as well as women in the direct supply chain, including women who provide direct services to the industries (such as cleaning and catering services). We worked closely with two local Ghanaian firms and Charney Research.

For the qualitative phase, we conducted four focus groups, with a total of 28 working Ghanaian women, between May 23 and 25, 2016. We conducted two groups in Accra: one with seven women in the ICT sector, and another with 10 women in the garment manufacturing sector. We held the other two in Tarkwa, a mining center 180 miles north of the capital, with seven and four women working in the mining sector. The discussions were two hours long and were preceded by short surveys that addressed topics not covered in the groups. A local Ghanaian research firm recruited and moderated the focus groups. We provided standard research incentives for participation: about \$25 for managers and executives, and about \$20 for factory workers and food and cleaning services personnel.

For the quantitative phase, we spoke with 50 women from each of the three focus industries—150 women total. Between May 27 and June 24, 2016, the local Ghanaian research conducted in-person surveys among employees of firms in the relevant sectors. They interviewed ICT and apparel employees in Accra and interviewed mining employees in Tarkwa. We set two additional quotas to ensure that we covered a representative sample of women in these industries: 50 percent direct employees (from 37 companies) and 50 percent supply chain (who provide service to 32 companies), and 16 percent management and 84 percent rank-and-file workers within each of those categories.

We supplemented this detailed information from Ghana with additional focus groups in Kenya (two with women in the apparel sector) and Tanzania (one with women in the apparel sector and two in the informal sector) to validate or contradict what we found in the detailed surveys and focus groups. In Kenya, we conducted these interviews and focus groups with BSR's native Kenyan consultant and a BSR staff member, and in Tanzania, we conducted the focus groups with a local contact. We also drew on a parallel study conducted by the BSR HERproject in Ethiopia to inform our work in the apparel sector.

RESEARCH LIMITATIONS

While we used Ghana, Kenya, and Tanzania as illustrative examples of wider trends throughout SSA, it is important to recognize that the individual country context varies. As a result, there are limitations in applying the findings and recommendations to every context within SSA.

We conducted our fieldwork over the course of three weeks, with one week spent in each country. Given the industries selected and the research we conducted, this report primarily focuses on women in urban areas, except in the case of mining. Coverage of mining areas was limited to the focus groups and surveys in Ghana. Much of the experience of rural women was not taken into account in this report. Our report focused on adult women, not on girls or adolescent girls.

Our approach did not include direct fieldwork with communities, aside from engagement with women employees and workers in the supply chain who shared views on the communities. As a result, the findings on communities drew heavily from existing literature rather than primary research.

The team composition for the fieldwork was based on relevant background and experience in women's empowerment, and it included BSR team members who are not from SSA. The in-country interviews (excluding the focus groups and surveys in Ghana) were not conducted by local nationals, with the exception of our local Kenyan consultant, who supported the research in Kenya and Tanzania.

The workers for the qualitative focus groups were not recruited using a statistically random sample, such as is used in polls; therefore, the qualitative results of this study are not directly projectable to the working population at large. Nevertheless, the findings elaborate on the quantitative data and offer deep insight into the minds and daily lives of these Ghanaian women workers.

With the quantitative data, the sample size of 150 was relatively small; the margin of error for the full sample is 8 percent, and for each sector subsample (50 participants), it is 13.9 percent, at a 95 percent confidence level. The results offer a detailed view of women workers in these three industries in Ghana. Although the data cannot offer a definitive picture of African women workers in other industries within and outside of Ghana, it offers useful indications of their lives, experiences, and challenges, and what they want from employers.

Stakeholders Consulted

The authors would like to thank the following individuals for their contributions to our research.

- » Emmanuel Adjei-Danso, Ghana Mine Workers Union
- » Sampson Agyapong, Research Officer, Ghana Mine Workers Union
- » Grace Allen, Executive Designer, Kapwani Design and Promotion Clothing and Accessories
- » Dunstan Allison-Hope, Managing Director, BSR
- » Kim Almeida, Senior Program Manager, Levi Strauss Foundation
- » Anna, Founder of Ms. Amury (telecoms shop), Dar es Salaam, Tanzania
- » Joyce Aryee, Former CEO, Ghana Chamber of Mines
- » Adiki Ayitevie, Senior Director, Communications and External Relations, Newmont Mining Ghana
- » Kiki Banson, Girl Talk, Ghana
- » Viraf Baria, Country Senior General Manager, Human Resources and Administration, Ashton Apparel
- » Gifty Bingley, Corporate Affairs, Tigo Ghana
- » Taryn Bird, Social Impact, Manager, Kate Spade & Company
- » Patricia Blankson Akakpo, Program Manager, Network for Women's Rights in Ghana (NETRIGHT)
- » Vida Brewu, Gender Officer, Ghana Mine Workers Union

- » Dominic Channer, Vice President, Community Relations, Kinross Gold Corporation
- » Craig Charney, President, Charney Research
- » Christina, Tailor, Dar es Salaam, Tanzania
- » John Cook, Director of Africa Operations, Business for Development
- » Jolly Digalli, Director and Miner, Mwanko Mining Ltd
- » Shamsa Diwani, Cofounder, Added Value Minerals Association Tanzania
- » Domestic Workers Focus Group, Tanzania Conservation, Hotel, Domestic, and Allied Workers Union (CHODAWU)
- » David Faulmann, General Manager, Advocacy, Business for Development
- » Prince Frederick, Marketing Manager, Marie Stopes International Ghana
- » Elissa Goldenberg, Manager, BSR
- » Chhavi Guiliani, Associate Director, BSR
- » Anna Gollub, Policy Analyst, Economic Institutions, UN Women
- » Smruti Govan, Specialist, Corporate Responsibility, PVH
- » Shine He, Associate, BSR
- » Katherine Heller, Social Development Specialist, World Bank
- » Sabine Huste, Director, Kiboko Leisure Wear
- » Sarah Iqbal, Program Officer, World Bank
- » Joan Ireri, Lawyer/Program Coordinator, Women's Rights Awareness Program
- » Juliette, Telecommunications Vendor, Nairobi, Kenya
- » Ida Juma, Program Analyst, Safaricom Foundation Kenya
- » Abel Kamau, Assistant Textile and Apparel Officer, Kenya Association of Manufacturers
- » Vicky Kanyoka, Board of Directors: Tanzania Representative, WEIGO

- » Henriette Kolb, Head, IFC Gender Secretariat, International Finance Corporation
- » Rosa Kusbiantoro, Manager, BSR
- » Genevieve Macfarlane Smith, Program Strategy, Visionaria Network
- » Rigobert Massawe, Assistant General Manager, Tanzania Tooku Garments Co. Ltd (J.D. United Manufacturing Co. Ltd)
- » Jovitha M. Mlay, Program Manager, Oxfam Tanzania
- » Betty Mugo, Gender and Inclusivity Specialist, USAID Kenya
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- » Lilyane Ndinda, Markets and Livelihoods—Urban Program, Oxfam
- » Virginia Nduta, Program Coordinator/Lawyer, Mama Kenya Hub and Women Empowerment Link
- » Gisela Ngoo, Gender and Energy Specialist, National Gender and Sustainable Energy Network
- » Moses Njiru, CEO, Kenya Chamber of Miners
- » June Nyakan, CEO, Timeless Women of Wonder
- » Joan Nyaki, HERproject East Africa Consultant, BSR
- » Jacinta Okwaro, Gender and Extractive Consultant, UN Women Kenya
- » Beatrice Opoku-Asare, Director, Global Inclusion and Diversity, Newmont Mining
- » Milka Pietikainen, Vice President of Corporate Responsibility, Millicom
- » Paloma Pineda, COO and Cofounder, Ethical Apparel Africa
- » Nafeesa Punjani, Product Manager, Mobile Financial Services, Smart East Africa
- » Rhodaline Quaye, External Affairs, Vodafone Ghana
- » Renatus Rwehikiza, Head of Vodacom Foundation, Vodacom Foundation Tanzania
- » Meghan Ryan, Manager, BSR
- » Thomas Sabai, Deputy General Secretary, Tanzania Mines, Energy, Construction, and Allied Workers Unions (TAMICO)

- » Georgette Sakyi Addo, Executive Director, Women In Mining Ghana/Georgette Barnes Ltd.
- » Lauren Shields, Manager, BSR
- » Woinde Shisael, CSR Manager, Tigo
- » Milient Shitakha, Agriculture Manager, Women Enterprise Fund
- » Christine Svarer, Director, HERproject, BSR
- » Tigo Freelancer, Dar es Salaam, Tanzania
- » Vodacom Dealer, Dar es Salaam, Tanzania
- » Joseph Wairiuko, Anti-Counterfeit and Anti-Illicit Trade Officer, Kenya Association of Manufacturers
- » Said Wamba, General Secretary, Conservation Hotels Domestic Social Services and Consultancy Workers Union (CHODAWU)
- » Jessica Wan, Associate, BSR
- » Melba Wasunna, Director, Strathmore Extractives Industries, Kenya
- » Women in the Apparel Industry Focus Group, Accra, Ghana
- » Women in the ICT Industry Focus Group, Accra, Ghana
- » Women in the Mining Industry Focus Group (1), Tarkwa, Ghana
- » Women in the Mining Industry Focus Group (2), Tarkwa, Ghana
- » Women Leaders Focus Group, Tanzania Empowering Informal Workers, Securing Informal Livelihoods (WEIGO)
- » Women Workers and Human Resources Department Focus Group, Ashton Apparel
- » Women Workers and Human Resources Department Focus Group, Tanzania Tooku Garments Co. Ltd
Margaux Yost, Associate, BSR
- » Linda Yaa Ampah, Owner, Cadling Fashions
- » Marat Yu, Manager, BSR

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