



# WOMEN WHO ROCK



## LEADING THE WAY FORWARD REPORT 2018



# MESSAGE FROM THE PRESIDENT & CEO



It all started when I was one of a handful of female students in the Global Mining Management Program at the Schulich School of Business in Toronto, Canada. Being sociable and curious about people by nature, I immersed myself in the mining community and met many motivating and inspiring leaders. At the same time, however, I couldn't help but notice that many women in the early stages of their mining careers shared a feeling of disconnect from leaders and even their peers.

Inspired by the likes of Pat Dillon, President & CEO of Mining Matters, Anna Tudela, VP Diversity of Goldcorp and Maureen Jensen, Chair and CEO of the Ontario Securities Commission, I realized that I could play a role in empowering and connecting women within the mining industry. And so Women Who Rock (WWR) was born.

In five years, the incredible growth of our team and what we have accomplished are beyond my

wildest expectations. What started as an idea with a handful of volunteers has expanded to an organization with an advisory committee of six mining leaders and an executive team of eight professionals, all whole-heartedly committed to their roles and responsibilities.

And like any start-up with new ideas and a solid business plan, getting buy-in was challenging! Today, the commitment from our partners and sponsors is truly amazing. We have definitely broken through the glass ceiling and I couldn't be prouder of what we have achieved, together.

*Elena Mayer*

President & CEO  
Women Who Rock

## OUR EXECUTIVE TEAM

Our fiercely dedicated team works hard, bringing our message and passion to life.

**Elena Mayer** President & CEO  
**Deborah Breckels** Chief Operating Officer  
**Ran Maoz** Finance Director  
**Sophie Bertrand** Executive Director

**Lorena Tere** Marketing Director  
**Kostanca Tere** Communications Director  
**Antonia Salvas** Stakeholder Relations Director  
**Linda Wang** Project Management Director



## OUR ADVISORY COMMITTEE

Thank you to our advisory committee for their ongoing commitment, guidance and support.

**Monica Banting** Partner, PwC Canada  
**Daniella Dimitrov** Partner, Sprott Capital Partners,  
Corporate Director, Nexa Resources, International  
Petroleum, Excellon Resources  
**Claudia Mueller** Associate Director Global Mining  
Management, Schulich School of Business

**Ed Opitz** Vice President, Safety and Sustainability,  
Kinross Gold  
**Beatriz Orrantia** Global Business Executive  
**Anthony Vaccaro** CFA, MBA, Group Publisher,  
The Northern Miner Group, Glacier Media

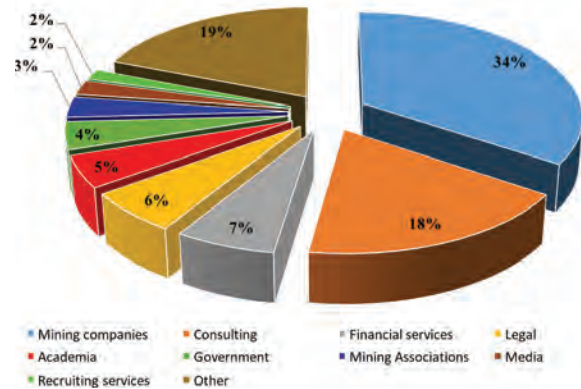


# OUR STRATEGY

## LEADING THE WAY FORWARD

Since 2014, WWR has grown into a well-known and respected organization, within the mining industry, with more than 800 active and diverse followers in Canada.

### WWR FOLLOWERS BY SECTOR



*The data is based on 800+ followers*

## CONNECT

Through the success of our Auction for Action program, now in year five, we have created mentorship relationships by connecting aspiring women to mining leaders. Among the mentees are women completing graduate studies and also in the early stages of their careers in geology, engineering, law and business disciplines. Women mentees have the potential to take their careers to the next level through a one-on-one mentorship meeting with a mining leader.

## COMMUNICATE

We take an active role in generating and promoting positive stories about the sector both inside and outside of the mining community. All with the goal to improve the industry's image and to ignite curiosity. We strive to impress and engage in all conversations about career opportunities in mining while attracting more women to the industry's ranks.

## COLLABORATE

With a knack for developing out of the box ideas and events, we bring diverse groups with common goals together. In fact, we have become the go-to liaison between stakeholders, addressing common challenges and sharing success stories.

Auction for Action, January 2017. L to R: Jose Vizquerra – Benavides, Executive Vice President, Osisko Mining; Scott Perry, President & CEO, Centerra Gold; Rob McEwen, Chairman & Chief Owner, McEwen Mining; Ian Pearce, Director, New Gold; Brady Fletcher, Managing Director, TSX Venture Exchange; John Bianchini, President & CEO, Hatch; Daniella Dimitrov, Partner, Sprott Capital Partners, Corporate Director, Nexa Resources, International Petroleum, Excellon Resources; Aaron Regent, Founding Partner, Magris Resources; Carol Banducci, CFO, IAMGOLD; Jennifer Maki, CEO, Vale Canada; Gary Brown, CFO, Wheaton Precious Metals



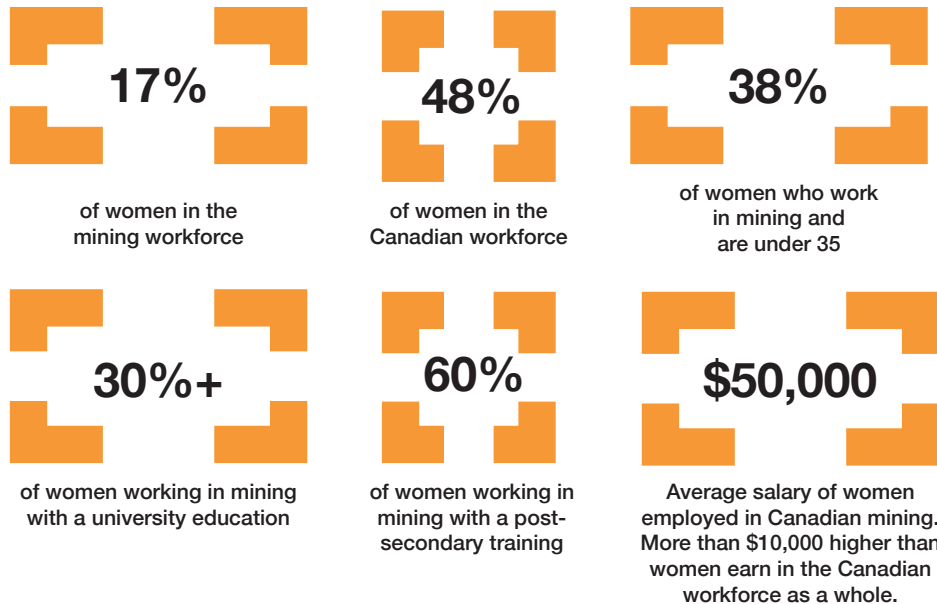
# OUR STRATEGY

## LEADING THE WAY FORWARD

### CHALLENGES

Many thanks to the Mining Industry Human Resources Council (MiHR) surveys for providing the following profound results – a catalyst for WWR to strengthen our programs and develop new initiatives.

#### MINING INDUSTRY TALENT ATTRACTION & RETENTION CHALLENGES\*



\*As identified in the Mining Industry Human Resources Council (MiHR) study "Strengthening Mining's Talent Alloy, Exploring Gender Inclusion" (SMTAEGI) funded in part by the Government of Canada's Sectoral Initiatives Program and published in 2016.

#### BARRIERS TO WOMEN'S RECRUITMENT, RETENTION AND ADVANCEMENT IN MINING:

1. Tight labour market and complex career progression for qualified women.
2. Lack of career awareness and negative perceptions about careers in the mining sector.
3. Lack of mentorship opportunities and a huge gap between those who enter into the industry and the established leaders.



# CONNECT

## AUCTION *for* ACTION

SINCE 2014 | TORONTO & VANCOUVER

*Our flagship program*

Mentorship has been identified as one of the most powerful ways to inspire the next generation of mining professionals.

The Auction for Action offers unparalleled opportunities for mentors and mentees to meet and develop professional relationships, which contribute to and strengthen the number of women in leadership positions in our industry.

Women mentees can bid on a one-hour mentorship meeting with influential female and male leaders in the mining industry.



With five successful auctions to-date, the results speak for themselves



**800+**  
attendees



**44**  
mentors



**70**  
mentees



**10+**  
sponsors



“

My mentorship experience with David Garofalo, currently the CEO of Goldcorp, gave me a whole new perspective of the mining industry. In our meeting, David reflected on his start in mining, shared his vision for his career and tailored a lot of his advice to fit the early stages of my career. Our meeting left me feeling empowered about my career choices and helped me to understand how I can develop in the industry. Following our meeting, I truly began considering a career in the mining sector, and that summer, I had the opportunity to be a part of the industry as a summer intern at Kinross Gold Corporation.

Kostanca Tere, Engineer in training, Ryerson University. She won time as a part of the “I Wanna Be Mentored” Competition with David Garofalo, President & CEO of Goldcorp

“

I have participated in the Women Who Rock Mentorship Program for a number of years. It has given me the opportunity to meet incredibly talented young women who share a similar passion for mining. The mentorship experience is built on trust and based on open and honest dialogue of the professional and personal challenges of building a rewarding career in this sector. I have tried to be helpful and constructive. At the same time, I have found the interactions with the mentees to be very insightful and personally rewarding.

Carol Banducci, Executive Vice President & Chief Financial Officer, IAMGOLD





## FINE MINING DINNERS

TORONTO & VANCOUVER, CANADA | BUENOS AIRES, ARGENTINA

Our quarterly Fine Mining Dinners bring professional women in the industry together to exchange career experiences and share ideas while enjoying a culinary adventure in a relaxed environment.

By invitation only, women in senior positions are encouraged to invite their mentees to these dinner events in the spirit of creating a community and network within the mining industry.

“

I had a wonderful time and loved meeting such interesting and accomplished women in the industry. I thought you did a great job of soliciting input from everyone, so that everyone had a good chance to participate and tell their story. I left quite inspired and thinking hard about what I can do here to pave the way for other women at New Gold.

Lisa Damiani, Vice President, General Counsel and Corporate Secretary, New Gold



“

I was delighted to be included in the "Women Who Rock" dinner. It was an eye-opening experience to meet so many talented and accomplished women who work in the mining industry – you do all rock!

Leslie O'Donoghue, Agrium Inc.

“

The range of experiences/personalities around the table was great and I took away a lot of food for thought. I heard lots of positive things about the topic and WWR in general. Sounds like these women really enjoy this opportunity to connect in this type of setting, I did for sure.

Chessa Jope, Manager, PwC Canada

# COMMUNICATE

## RAISING AWARENESS ABOVE AND BEYOND

WWR has partnered with industries outside of mining to generate awareness about the importance of the sector for the Canadian economy and its efforts to attract more women.



### HARD HATS & HIGH HEELS

*in collaboration with the Canadian Arts & Fashion Awards (CAFA)*

Hard Hats and High Heels was born at the PDAC 2015 Convention when we met women from CAFA and explored creative ways to bring two industries together. Over 300 men and women attended this first-ever event held at the Art Gallery of Ontario.

The event raised awareness of what appropriate business attire looks like, especially for women working in the field and for aspiring new business graduates who face unique fashion challenges as they transition to the office. We achieved our goal in showing women in leadership positions how to express their creativity and personality and how to adopt an appropriate fashion sense.

Most importantly, the presentation created an awareness of mining to a non-mining audience. Canadian designers, stylists, fashion personas and non-mining media participated in the event, providing learning opportunities between the sectors.



“

Strong women mean a strong Ontario. As Minister Responsible for Women's Issues, I am dedicated to ensuring that all women and girls in Ontario have the opportunity and the ability to thrive and reach their full potential. Tonight's event is a wonderful way to promote gender diversity and women's leadership in the mining industry. Thank you to Women Who Rock for your ongoing efforts to empower and support women who are involved in the Canadian mining industry.

**The Honourable Tracy MacCharles, Minister Responsible for Women's Issues, the Government of Ontario**



“

I attended the event to support my friend Alicia, the founder of Covergalls. Being from a different industry, it opened my eyes up to the world of women in mining. Thanks for putting on such a great event.

**Paula Albiani, Stratum Advisory Group Inc.**



## TELLING POSITIVE STORIES

Advocating for the industry and relating positive stories, Elena Mayer, President & CEO, WWR and Sophie Bertrand, Executive Director, WWR have participated in numerous panel discussions and have written thought leadership articles promoting gender diversity.



Source: canadianminingmagazine.com



Source: northernminer.com

## 100 Plus Reasons to Celebrate Women in Mining Opens the Market, March 4, 2016

Source: newswire.ca

## Hard Hats & High Heels leaves a lasting impression, June 10, 2016

Source: northernminer.com

## WOMEN ONLY: Fundraiser offers face time with industry leaders, October 8, 2014

Source: canadianminingjournal.com

## Top 100 Global Inspirational Women in Mining

Celebration at the PDAC 2016 Convention, in recognition of the 23 Canadian women who were named Top 100 Global Inspirational Women in Mining.



L to R: Elena Mayer, President & CEO, Women Who Rock, Senior Manager, Client Relationship, Mining, PwC; Kirstine Stewart, President & CRO, TribalScale, Director, #MovetheDial; Michelle Khalili, Managing Director, Private Capital, CIBC; Laura McGee, Co-Founder of #GoSponsorHer, Founder of Summit Leaders

## GRAYES DRIVEN CAMPAIGN

Elena Mayer, President & CEO, WWR, was invited to represent a woman in the mining industry. She was one of four unique, accomplished women, who together created a capsule collection for Grayes.

Each woman worked with the design team to put their own mark on a Grayes piece and selected a charity to benefit from a portion of the proceeds. Elena's charity of choice was Mining Matters.

# COLLABORATE

We believe that in order to bring lasting, impactful and positive change, we need all stakeholders to collaborate, to partner and to lead the way forward.



## WWR opens TSX, Toronto

WWR opened the TSX market during the PDAC 2016 Convention to celebrate and support economic empowerment of women.



## Women Who Rock Award

We strongly believe that giving back is never too soon or too little. From the inception of the organization, we created a WWR Award to recognize a female student in the Global Mining Management Program at the Schulich School of Business for promoting gender diversity in mining. Recipient of the second award, Sophie Bertrand, IMBA16 graduate.



## Gender Equity Roundtable, the Canadian Embassy in Buenos Aires, Argentina

WWR organized a panel discussion on public policies and private sector's initiatives on gender parity in both Argentina and Canada - a unique meeting to learn about and to share experiences to foster a meaningful and positive change towards true gender equality. Hosted by the Ambassador of Canada to Argentina and Paraguay Robert Fry.

## WWR CHARITIES OF CHOICE

We are proud to partner with and support these deserving charities and are thrilled that our contribution makes a difference.



# SPONSORS & PARTNERS

WE ARE PROUD TO SHARE OUR SUCCESS WITH OUR SPONSORS AND PARTNERS

## OUR PATRON PARTNERS

In true *HeforShe* style these male decision makers are leading the way forward, making the gender equity dialogue happen and driving change from the top. Thank you for your unwavering endorsement of our goals and activities.



Aaron Regent  
Founder & Managing Partner  
Magris Resources



Michael Steinmann  
President & CEO  
Pan American Silver



Liam Fitzgerald,  
National Mining  
Leader, PwC Canada

## THANK YOU FOR BELIEVING IN US SINCE OUR INCEPTION



## PARTNERS





# LEAD THE WAY FORWARD BE A PART OF WWR

BECOME A MEMBER | COLLABORATE AND  
PARTNER | ATTEND OUR EVENTS AND PARTICIPATE  
IN OUR PROGRAMS | INVITE WWR EXECUTIVES TO  
FACILITATE PANELS | SPONSOR

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