Voluntary community investment:
A strategic approach that incorporates gender

A toolkit for the extractives industry
About the photo on the front page

The photo on the front page captures a community investment program run in Arukun to engage boys and girls in recreational objectives: better health by linking it to a nutrition program; educational outcomes as it was linked to a school attendance measures; team building and communication skills; and parenting skills as parents were given roles supporting the program. For the football club, this program will deliver a greater depth of players and broader community engagement which is likely to make the club more self-sustaining.

Sponsorship of football teams is often a component of community investment activities supported by mining companies. However this activity can be unintentionally biased towards men to the exclusion of boys, girls and women, and have limited success meeting a company’s long term objectives. As the Arukun example demonstrates, by following the steps outlined in this toolkit, supporting local football can deliver wider benefits if it includes health and leadership programs, and/or is focussed on junior boys and girls and integrated with a school retention program. The benefits to the company of these holistic activities are a positive contribution to short and longer term social license and recruitment and retention outcomes.

How to use this toolkit

This toolkit was prepared to enable mining industry practitioners to more effectively deliver regional development outcomes through the development and implementation of Voluntary Community Investment (VCI) Strategies.

It provides:

• a brief overview of the business case for undertaking a strategic approach to developing and implementing VCI strategies which give consideration to gender; and

• tools and accompanying explanatory notes (EN) which can be used by industry representatives to develop their VCI strategies.

It is hoped that the guidance provided will assist industry practitioners to adopt a continuous improvement approach to the development and implementation of VCI strategies.

This toolkit has been compiled on the basis of a comprehensive literature scan, interviews with key representatives of the minerals sector as well as Gender, Community and Mining Dialogue discussions.

While this toolkit is not a detailed text about community development and gender, practitioners are encouraged to read more broadly (using our bibliography as a guide) for their interest and expertise.
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VOLUNTARY COMMUNITY INVESTMENT: A STRATEGIC APPROACH THAT INCORPORATES GENDER
Executive summary

Voluntary Community Investment (VCI) is a discretionary means by which the minerals industry demonstrates its commitment to making a positive contribution to host communities. Strategic VCI programs can have the following business benefits:

• Generating and maintaining the social license to operate
• Positioning the company as an operator of choice
• Supporting effective engagement with community stakeholders
• Managing short and long term business risk
• Contributing to staff recruitment and retention
• Building capacity of local service providers and families to support employees working in the industry.

Leading VCI practice is typified by the following elements:

Sustainability desired outcomes of the VCI strategy continue to benefit men and women beyond the life of the mine

Homework establishing a clear knowledge of all stakeholders (company, community, shareholders) and their issues/needs in order to develop, implement and review the VCI strategy

Accountability demonstrating openness and transparency to stakeholders

Risk management managing risks to maximise outcomes for all stakeholders

Equitable identifying projects that will deliver the benefits equitably to the targeted beneficiaries of the VCI strategy

Due diligence ethics and governance processes accords with recognised national and international standards.

Research demonstrates companies can increase the return to both the company and the community by assessing and addressing issues of gender balance in the development and implementation of VCI strategies. Responding to the diversity of stakeholders and integrating gender considerations into VCI strategies will improve the effectiveness and equity of the company’s investment and redress the long standing criticism of the industry that:

“...In many communities involved in the extractive industries, gender bias exists in the distribution of risks and benefits: the risk such as environmental and social harm fall more heavily on women, while the benefits such as employment and compensation, accrue mostly to men...”

To develop an understanding of the VCI practices in Australia, eleven mining companies were interviewed. Whilst these companies were representative of the commodities mined in Australia, company size and location, they are considered to be industry leaders with respect to the development of voluntary community investment strategies. Nevertheless the survey demonstrated greater attention to integrating gender responsive strategies is required in all of the processes associated with community investment strategies.

“...The purpose of this toolkit is to assist companies in the extractive industries develop voluntary community investment (VCI) strategies that deliver shared value – providing benefits equitably and sustainably to men and women in regional communities, and materially contributing towards the business objectives of companies and shareholders.”
Clearly there is work to do to ensure that the benefits of industry’s investments are accessible to the full spectrum of the community. Decisions regarding the manner and nature of companies’ contribution to economic, social and infrastructure developments do not yet adequately consider the needs of all groups – recognising that there may be a very large diversity of views and concerns within those groups between men and women. A thorough needs assessment will identify a number of beneficiary groups on which a company may wish to focus such as the aged, Indigenous people or single parents.

This toolkit draws upon community investment guidance provided by the International Finance Corporation and the resource guide for integrating gender considerations into communities’ work prepared by Rio Tinto. It aims to assist practitioners to understand the gender dimension when identifying priority target groups that appropriately benefit men, women, boys and girls and not create unintended impacts.

Applying a gender responsive approach to the development and implementation of community social investment strategies will help ensure equitable and sustainable outcomes which can be communicated confidently to all stakeholders and reflected in sustainable development reporting requirements.

The toolkit will enable mining practitioners to undertake a continuous improvement approach to developing and implementing new and existing VCI strategies. It intends to strengthen and add value to work already being undertaken and add shared value to both communities and shareholders. Whilst the guidance was developed to deliver equitable and sustainable outcomes in the Australian context, it is also applicable to overseas operations.
In many communities involved in the extractive industries, gender bias exists in the distribution of risks and benefits: the risk such as environmental and social harm fall more heavily on women, while the benefits such as employment and compensation, accrue mostly to men.
The following steps for preparing VCI strategies are drawn from the research and are a summarized form of Tool D. The tools and explanatory notes in this document provide further assistance.

| 1 | Identify the key company business drivers to which the VCI strategy can most readily contribute, how they can be measured and communicated (see EN 1). |
| 2 | Establish a reference group including relevant company, community and government stakeholders that is inclusive and has a gender balance. |
| 3 | Undertake a needs assessment that draws upon available demographic analysis, community strengths, needs analysis and social impact assessment materials (see EN 2) and undertake further consultation (that is gender responsive) to address identified gaps (see EN 3). |
| 4 | Ensure the needs analysis gives consideration to the way resources, benefits and power are distributed between women, men, boys and girls within a community and undertake additional consultation where required (see EN 4). |
| 5 | Identify the intersection between the business case, community needs and government drivers to determine the focus of the community investment strategy (see EN 1). |
| 6 | Identify the primary needs and beneficiaries (giving consideration to diversity indices), and the gender focus of the VCI (see EN 5). |
| 7 | Identify the types of partnerships that will be engaged in to deliver VCI strategy outcomes (see EN 6). |
| 8 | Identify the exit strategies that will help ensure sustainability of VCI strategy outcomes as well as remediation options if economic conditions unexpectedly have a negative impact on the implementation of the VCI strategy (e.g. capacity building strategies, reduced number of projects, partnerships). |
| 9 | Identify the key performance indicators of the VCI strategy, monitoring and evaluation strategies, and reporting/communication strategies (See EN 7). |
| 10 | Undertake a risk assessment to ensure that the VCI strategy does not have any unintended impacts. |

You can rate your VCI strategy using Tool A and identify measures that will assist you to undertake a continuous improvement approach to further developing and implementing it over time.
1. Introduction

In 2011 the Minerals Council of Australia (MCA) established a Gender, Mining and Communities Dialogue (see Attachment A) to develop mining industry capacity to more effectively respond to women's concerns in the communities in which it operates by:

- Improving methods industry uses to engage women in operational decision making
- Developing leading practice guidance on participatory engagement and gender that will include specific reference to the engagement of Indigenous women
- Identifying issues and opportunities to enhance the livelihoods of women as families of our employees, due to the large male workforce
- Better engaging women in the economic opportunities of the industry’s supply chain
- Developing structures to maximise the community benefits to women of mining activities.

It was proposed that the outcomes of the Gender Dialogue would be used to augment the existing work program of the MCA, including its consideration of:

- The inclusion of gender issues as part of the implementation of the MCA and Commonwealth Government on Indigenous Employment and Enterprise Development
- The inclusion of a specific focus on women’s social and economic livelihoods in the MCAs work agenda on regional development and land access.

There was a general view held by the members of the Gender Dialogue that the voluntary community investment activities currently undertaken by mining operations based in Australia could be better targeted to deliver more effective regional development outcomes that benefitted women by having a stronger focus on gender and being more strategic in how funding priorities are identified and addressed. The development of guidance to increase industry capacity in this regard was identified as a core deliverable of the Gender, Mining and Communities Dialogue.
In Australia the mining industry is required to pay tax on its profits and royalties which are then utilised by governments to fund social and economic infrastructure and services. The mining industry also engages in formal agreements with Native Title holders in its neighbouring communities. These agreements can provide compensation for use of the land and benefit sharing packages that contribute to community development outcomes. Recently state governments have also required mining companies to contribute to establishing social infrastructure and services as a condition of consent to operate.

Despite these formal funding commitments, most mining companies operating in Australia continue to allocate funding to voluntary community investment funds which can be used more flexibly as a means of establishing their social license to operate. In the past these funds were used to build community relations but they are now increasingly being used to deliver community/regional development outcomes. The drivers for these changes include:

- Technological improvements which are increasing the life of mines with the potential for intergenerational impacts on neighbouring communities.
- Greater expectations of communities that they should share the benefits companies are generating from a publicly owned asset.
- Shareholders who require companies to promote brand reputation and ensure that the investment is delivering tangible outcomes.
- Social media which is increasing community awareness, expectations around benefit sharing and capacity to negotiate.

Progressive companies are acutely aware of these trends and are now developing and implementing VCI programs based on community development and asset based principles to deliver community benefits in a strategic manner that will maintain their social licence to operate. These companies have requested guidance to assist facilitate the development of VCI strategies and to benchmark VCI practice against standards of good practice.

"Social investment is about listening to the community and understanding their needs, priorities and ideas; and about forming partnerships that increase prosperity and sustainability."³

"The intention is to support community related activities that are inclusive of and responsive to stakeholder views and appropriate to the local context."⁴
PricewaterhouseCoopers (PwC) undertook a study of 60 companies in 2012 that showed little change has been achieved for communities that can be directly attributed to the corporate VCI made by companies. PwC warns against simply investing more money into VCI and instead promotes the importance of establishing a VCI strategy that provides more confidence that these funds are being appropriately directed. It argues that an effective VCI strategy can demonstrate that the quantum of investment is not necessarily reflective of quality or quantity of community outcomes.

Such a strategy will maximise the value of community investment so that it minimises business risks and works towards achieving a social license to operate. It should build upon the strengths of company, government and community stakeholders and facilitate the delivery of shared value for all parties. This approach will help to consolidate critical stakeholder relationships (including with groups from which approvals will often be required to proceed with development or expansion) and to maximise measurable investment.

Incorporating the framework into core mainstream project planning processes, by clearly articulating the costs and benefits of community initiatives, will enhance cross-functional alignment, communications and strategy design.

3. The business case for the development of VCI strategies

Community investment initiatives help to build relationships in the community, as well as help the community understand who the company is and what it does.
In many communities involved in the extractive industries, gender bias exists in the distribution of risks and benefits: the risk such as environmental and social harm fall more heavily on women, while the benefits such as employment and compensation, accrue mostly to men.\textsuperscript{7}

In developing countries it is estimated that when women and girls earn income they invest 90 per cent into their families compared to 30 – 40 per cent for men.\textsuperscript{8} This investment helps to improve educational and health indicators for both girls and boys. Providing women and girls with an education has been demonstrated to have the following effects: delayed marriage and childbirth (estimated that each year of education reduces infant mortality by 10 per cent); more immunised children; children are kept in school longer; and children are less likely to contract HIV/AIDS.\textsuperscript{9}

There is growing recognition of the critical role that gender plays in the social dynamics of local communities. These social dynamics can impact on the quality and effectiveness of community engagement programs and the legacy of Rio Tinto’s operations.\textsuperscript{10}

There is a common perception in Australia that the feminist movement of the 1970s and 1980s largely removed gender bias in our society and workplaces. However the following statistics demonstrate that there continues to be a need for the community as a whole to address gender bias in Australia:

- The gender pay gap now seems to be permanently fixed around 17.5 per cent. (This is according to ABS average weekly ordinary full-time earnings; on some other measures the gap is considerably wider). In Western Australia, for instance, women earn 25 per cent less than their male colleagues, considerably less again in the mining regions.\textsuperscript{11}
What is being increasingly acknowledged, however, is the fact that, while women and girls may miss out disproportionately in gender neutral funding, specific investment in women and girls – in programs that address their physical safety and wellbeing, their education, or economic status – can benefit whole communities.

Australia’s international ranking for female workforce participation has dropped from 40th to 50th position.\textsuperscript{12}

Women in Australia are two and a half times more likely to live in poverty in their old age than men.\textsuperscript{13}

Maternal mortality rates for Aboriginal and Torres Strait Islander women are more than two and a half times as high for other women.\textsuperscript{14}

One in five women experiences sexual violence over her lifetime, and one in three experiences physical violence.\textsuperscript{15}

Having a gender focus provides a systematic way of looking at the different ways development might impact on males and females. Actions must be based on understanding men’s and women’s different kinds of labour and the way resources, benefits and power are distributed between women and men. In regional and remote mining communities in Australia some commonly raised issues that are gender related include:

- Lack of access to gain employment or to establish businesses largely due to childcare and family responsibilities as well as lack of industry diversity
- Lack of access to family support services that can operate flexibly
- Safety concerns that are often associated with the increased number of men working at the mine site (these are experienced by men and women differently)
- Increased risk of spread of infectious diseases (e.g. sexually transmitted infections)
- Lack of recreational opportunities
- Impacts on source communities.

All of these issues are experienced differently by men and women and can be compounded by lack of access to affordable housing, use of alcohol etc. To contribute to addressing these issues a VCI strategy should give consideration to how it will address identified gender biases. It should include a statement as to whether it intends to have a gender balanced approach (ensures men and women benefit equally) or whether it intends to address gender bias (intentionally allocates more funds to addressing women’s or men’s needs).

“\textsuperscript{16}What is being increasingly acknowledged, however, is the fact that, while women and girls may miss out disproportionately in gender neutral funding, specific investment in women and girls – in programs that address their physical safety and wellbeing, their education, or economic status – can benefit whole communities.”\textsuperscript{16}
Technology purchased with funding from Thiess and its team at Burton Coal has opened up a new world for profoundly challenged special-needs children in the Mackay area.
5. VCI strategy development and implementation guidance

Analysis of available literature and further discussions by members in the Gender, Mining and Communities Dialogue identified six elements required to maximize the effective delivery of VCI strategies:

- **Sustainability** desired outcomes of the VCI strategy continue to benefit men and women beyond the life of the mine.
- **Homework** establishing a clear knowledge of all stakeholders (company, community, shareholders) and their issues/needs in order to develop, implement and review the VCI strategy.
- **Accountability** demonstrating openness and transparency to stakeholders.
- **Risk management** managing risks to maximise outcomes for all stakeholders.
- **Equitable** identifying projects that will deliver the benefits equitably to the targeted beneficiaries of the VCI strategy.
- **Due diligence** ethics and governance processes accords with recognised national and international standards.

Whilst gender hasn’t been listed as a separate element it is a key consideration within each of the competencies. The acronym ‘SHARED’ has been created to reinforce the shared value potential provided by the VCI strategy to all stakeholders.

This section provides a number of tools for VCI practitioners, and associated explanatory notes as described below.

**Tool A** is a self-diagnostic tool which describes the SHARED attributes of a leading practice VCI strategy. The diagnostic tool ranks key SHARED attributes from limited achievement to leading practice. The ranking of the attributes were determined by the focus of current practice of the industry against additional complexity of task.

**Tool B** enables VCI practitioner to rate the performance of their VCI strategy. To score a rating of 5 the company should be performing against all the attributes in the element. This tool provides a mechanism for tracking the continuous improvement approach to making VCI strategies more effective, and benchmarking practice over time.

**Tool C** provides specific examples of how VCI strategies can be made more gender responsive. This tool provides guidance in the contexts of developing a new VCI strategy and reviewing/amending VCI strategies.

**Tool D** identifies the SHARED attributes that are relevant to the process of developing and implementing VCI strategies.

Explanatory notes are also provided:

**EN 1** Maximising company benefit

**EN 2** Gender responsive baseline data

**EN 3** Gender responsive engagement

**EN 4** Different gendered impacts delivered by VCI strategies

**EN 5** Identifying the VCI targeted beneficiaries

**EN 6** VCI partnerships

**EN 7** Gender responsive key performance indicators
# Tool A Shared VCI self-diagnostic tool

This tool provides a self-diagnostic framework which describes the SHARED attributes of a leading practice VCI strategy. The self-diagnostic tool ranks key SHARED attributes from limited achievement to leading practice.

<table>
<thead>
<tr>
<th>ELEMENTS TO CONSIDER</th>
<th>LIMITED ACHIEVEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td><strong>SUSTAINABILITY</strong></td>
<td>Funding package has a mix of long term and some short term projects that are outcome focussed.</td>
</tr>
<tr>
<td>Desired outcomes of the VCI strategy continue to benefit men and women beyond the life of the mine.</td>
<td></td>
</tr>
<tr>
<td><strong>HOMEWORK</strong></td>
<td>Existing information collated on the community values, strengths and priority needs from already existing sources. Further consultation and analysis is undertaken where gaps have been identified (e.g. availability of gendered disaggregated data or information) using a gender inclusive process (see EN 2).</td>
</tr>
<tr>
<td>Establishing a clear knowledge of all stakeholders and their issues/needs in order to develop, implement and review the VCI strategy.</td>
<td></td>
</tr>
<tr>
<td><strong>ACCOUNTABILITY</strong></td>
<td>The VCI strategy, projects being funded and decision making processes are publicly accessible.</td>
</tr>
<tr>
<td>Demonstrating openness and transparency to stakeholders.</td>
<td></td>
</tr>
<tr>
<td><strong>RISK MANAGEMENT</strong></td>
<td>Evidence of a risk management process in the VCI strategy that identifies and manages potential risks and opportunities.</td>
</tr>
<tr>
<td>Managing risks to maximise outcomes.</td>
<td></td>
</tr>
<tr>
<td><strong>EQUITABLE</strong></td>
<td>The project selection process gives consideration to the geographical scope and targeted beneficiaries of the VCI strategy.</td>
</tr>
<tr>
<td>Identifying projects that will deliver the benefits equitably to the targeted beneficiaries of the VCI strategy.</td>
<td></td>
</tr>
<tr>
<td><strong>DUE DILIGENCE</strong></td>
<td>All communication is respectful of the contributions made by stakeholders.</td>
</tr>
<tr>
<td>Acting in accordance with recognised national and international standards.</td>
<td></td>
</tr>
<tr>
<td>LEADING PRACTICE</td>
<td></td>
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<tr>
<td>------------------</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
</tr>
<tr>
<td>The package has been developed to achieve gender neutral or gender biased outcomes (see EN 4).</td>
<td></td>
</tr>
</tbody>
</table>

| 4                |
| Funding package includes capacity building of service providers to deliver sustainable projects that are gender responsive. |

| 5                |
| Partnership arrangements have been established to deliver projects. They encapsulate all the previous elements and achieve purposes (see EN6). |

| 6                |
| The VCI strategy delivers a community benefit which either achieves a gender neutral impact or addresses gender bias (see EN4). |

| Opportunities provided for representatives of community, managers and employees (men and women) to provide feedback on the VCI strategy implementation which is responded to. |

| Communication strategy should give consideration to capacity of the beneficiaries. |

| Undertaking regular formal evaluations of the impact of the VCI strategy, including whether it achieved its gendered outcomes, and are used to communicate both leading practice and lessons learned. |

| Shows an understanding of how beneficiaries are empowered to make informed choices about participation. |

| Evidence that the VCI strategy takes account of other relevant company operational policies, plans and activities (see EN1). |

| The risk management process should give consideration to other projects being funded in the community, the potential for compounded risk/opportunity and gender responsive management strategies developed accordingly. |

| The process to select VCI projects was undertaken using an inclusive process (involving men and women). |

| The project mix achieves the intended gender balance outcome of the VCI strategy deliverables (see EN 4). |

| A commitment is given to increasing local capacity to deliver outcomes that are gender responsive. |

| The VCI strategy ensures a harm minimisation approach and avoids funding activities that may have a detrimental impacts (including gendered) upon individuals/communities (e.g. activities which involve use of drug and alcohol, gambling, weapons). |

| The VCI strategy includes a complaints, dispute and grievance process. |

| Review of the governance processes of the VCI strategy to take place regularly and manage the potential for unconscious gender bias which is integrated into VCI managers’ performance indicators. |

**NB:** To score a rating of 5 the company should be performing against all the attributes in the element.
This tool has been designed to assess the strengths of VCI strategies using the SHARED diagnostic tool (see Tool A) and anticipating performance. It can be used as a means of benchmarking continuous improvement over the lifetime of VCI strategies.

**Figure A:** To map the quality of the VCI strategy an assessment of the attributes listed in each of the SHARED diagnostic tool elements (see Tool A) should be undertaken and a ranking (between 1 and 5) provided. To score a 5 the VCI strategy should contain all the attributes listed in the respective element.

After the mapping exercise has been undertaken, potential areas for improvement should be identified and an action plan developed to amend/review the VCI strategy. Note this exercise is ideally undertaken using a participatory stakeholder engagement process that is gender inclusive.
Figure B. To develop an understanding of the VCI practices in Australia, 11 mining companies were interviewed. Whilst these companies were representative of the commodities mined in Australia, company size and location, they are considered to be industry leaders with respect to the development of voluntary community investment strategies. Interviews were conducted on a voluntary and confidential basis. The key findings of the interviews are illustrated and summarised below:

Analysis:

- All of the companies interviewed had developed or were in the process of developing VCI strategies. As the development of VCI strategies is an emerging practice in the industry this assessment is not representative of the minerals industry as a whole but of the companies interviewed. The assessment is expected to be higher than the industry as a whole.

- Of all VCI strategy diagnostic elements the industry is performing the strongest in understanding stakeholders, beneficiaries, sustainability and ethics and governance.

- More attention to integrating gender responsive strategies in all of the processes associated with community investment strategies will improve the assessment rating for Australian operations demonstratively. Most companies indicated a stronger focus on gender in overseas operations so it can be expected the assessments would have been higher if the overseas operations were included in the interviews.

- More attention to linking VCI strategies with business objectives and systems will help maximize the shared value and relevance of the activities to company outcomes and will increase assessment ratings.

*NB: Half marks were awarded where generic processes were undertaken but gender was not specifically considered.*
## Tool C Gender responsive social investment guidance

This tool provides a self-diagnostic framework which describes the SHARED attributes of a leading practice VCI strategy. The self-diagnostic tool ranks key SHARED attributes from limited achievement to leading practice.

<table>
<thead>
<tr>
<th>WHAT THIS MEANS WITH GENDER LENS</th>
<th>NEW PROGRAMS</th>
<th>LEADING PRACTICE EXAMPLES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUSTAINABILITY</strong></td>
<td>Does the exit strategy include gender considerations?</td>
<td>Long term partnerships or funding arrangements are in place to provide ongoing support for women’s shelters or men’s sheds programs.</td>
</tr>
<tr>
<td>Desired outcomes of the investment continue to benefit both men and women beyond the life of the program.</td>
<td>During the life of the project capacity to secure funding has been built amongst staff.</td>
<td>Establish partnerships with government to implement school to work programs with long term commitment to quality teaching; community awareness of employment opportunities in the mine for women and men; curriculum development is matched to local employment opportunities; work experience is matched to local employment opportunities.</td>
</tr>
<tr>
<td><strong>HOMEWORK</strong></td>
<td>Has baseline data for social investment programs integrated a gender based approach and collected gender disaggregated data?</td>
<td></td>
</tr>
<tr>
<td>A clear knowledge of all program stakeholders and their ability to influence the process.</td>
<td>Have the capacity and barriers of different genders to participate in the program or influence the process been assessed?</td>
<td>Ensure the establishment of a gender balanced reference group to ensure all issues have been considered.</td>
</tr>
<tr>
<td><strong>ACCOUNTABILITY</strong></td>
<td>Has general information on social investment programs been made widely available to all?</td>
<td>Ensure that information is distributed to locations that both men and women can readily access e.g. schools, shopping centres, medical centres, community radio, social media.</td>
</tr>
<tr>
<td>Operating in a manner that demonstrates openness and transparency to all stakeholders.</td>
<td>Does guidance information on applying for social investment programs consider gender differences?</td>
<td>Gender differences in literacy and technological aptitude may determine whether feedback on applications needs to be in the written or spoken form or include diagrams, photographs or maps to assist with future successful applications.</td>
</tr>
<tr>
<td><strong>RISK MANAGEMENT</strong></td>
<td>Has a duty of care which considers ‘do no harm’ been considered from a gender perspective</td>
<td>The development of a women’s empowerment program that takes account of the roles and responsibilities of both men and women to ensure the participation of women is safe e.g. elimination of domestic violence.</td>
</tr>
<tr>
<td>Demonstrated evidence through audits or regular monitoring that supports positive outcomes and minimises negative outcomes for all stakeholders.</td>
<td>Does the risk management take account of the cumulative impacts of other projects in the community, and how they affect men and women differently?</td>
<td>Contribution of resources for one strong program as opposed to two or three program, which dilute the delivery of quality services.</td>
</tr>
<tr>
<td><strong>EQUITABLE</strong></td>
<td>Have the goals and aspirations of different genders considered in the design of the program?</td>
<td>Support for sport, health and/or education programs may target different genders e.g. netball vs football, sex education vs alcohol abuse.</td>
</tr>
<tr>
<td>Is inclusive of the needs and aspirations of different target groups.</td>
<td>Do the social investment programs align with the gendered needs of the beneficiaries?</td>
<td>Ensure that the investment delivers to all by incorporating a gender assessment prior to commencement.</td>
</tr>
<tr>
<td><strong>DUE DILIGENCE</strong></td>
<td>Has there been gender bias in the selection process and/or management of projects?</td>
<td>The decision making for funding of projects is a joint process with different viewpoints represented, including a gender perspective.</td>
</tr>
<tr>
<td>Appropriate gender responsive behaviour or principles in accordance with recognised and/or agreed International standards.</td>
<td>Is there a gender responsive system in place for complaints and disputes?</td>
<td>A gender responsive complaints and disputes process is implemented and provides access for all stakeholders and beneficiaries. E.g. female staff are available for face to face meetings, there is a system for anonymous complaints, transparent and with a timeframe for close out and resolution. (Ref: Human Rights in the Mining &amp; Metals Sector – Handling and Resolving Local Level Concerns &amp; Grievances, June 2011).</td>
</tr>
</tbody>
</table>
### WHEN ASSESSING EXISTING PROGRAMS

<table>
<thead>
<tr>
<th>Question</th>
<th>LEADING PRACTICE EXAMPLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have exit strategies for the program included gender considerations?</td>
<td>Provision of training to staff to be able to source ongoing funding to retain capacity to provide services.</td>
</tr>
<tr>
<td>Is capacity building to enable the ongoing delivery of benefits taking gender into account?</td>
<td>In many rural areas, support is provided to women to participate and create stronger networks. This will include providing practical support such as childcare and meeting venues.</td>
</tr>
<tr>
<td>Is data regularly collected using gender indicators?</td>
<td>Gendered data can be collected on project beneficiaries and used to identify specific gendered needs that should be addressed in the activity/activities.</td>
</tr>
<tr>
<td>Is the ability to participate in the program or influence the process gender dependent or biased?</td>
<td>Seek advice from respected women and men in the community on the most appropriate mechanisms to enable gender responsive participation in the programs.</td>
</tr>
<tr>
<td>Has access to information on social investment programs created gender biases?</td>
<td>Seek guidance from program participants to provide a wide range of communication approaches which will ensure there is no gender bias in provision of information.</td>
</tr>
<tr>
<td>Is there the opportunity for men and women to provide feedback on the program?</td>
<td>Monitoring and evaluation processes should ensure feedback is received from men and women and a gender balanced reference group analyses feedback provided and develops the appropriate response.</td>
</tr>
<tr>
<td>Is the social investment program creating a greater gender bias and harm in the community?</td>
<td>Seek advice on how best to include both men and women using the precautionary principle and accessing place based information.</td>
</tr>
<tr>
<td>Does the risk management take account of the cumulative impacts of other projects in the community, and how they affect men and women differently?</td>
<td>Regularly participate in a local/regional planning forum to identify linkages between programs and avoid duplication.</td>
</tr>
<tr>
<td>Are the objectives of social investment programs gender biased?</td>
<td>Consider the gendered needs of the beneficiaries and alter the target groups accordingly. If boys are the only beneficiaries of a youth sporting program, determine which sports interest the girls and support them also.</td>
</tr>
<tr>
<td>Has the design of the program created gender biases?</td>
<td>Conduct an audit to check whether gender balanced representation is in place to ensure the goals and aspirations of all beneficiaries are represented.</td>
</tr>
<tr>
<td>Are existing programs or partnerships gender biased?</td>
<td>Assess existing programs or partnerships for gender biases and develop strategies such as longer delivery timeframes or capacity building initiatives for recipients to improve working relationships.</td>
</tr>
<tr>
<td>Does the current program make allowances for the receipt and closure of complaints and is it gender responsive?</td>
<td>Develop a context appropriate and gender responsive complaints process. Ensure all staff and responsible people are trained and aware of how to implement and address complaints in an appropriate manner.</td>
</tr>
</tbody>
</table>
### Tool D VCI strategy development and implementation

#### 1. Assessment
- Collate existing information on community values, strengths and priority issues from existing sources.
- Where gaps are identified (e.g., availability of gender disaggregated data or information) undertake consultation and further analysis using a gender inclusive process.
- Analyse how the company's business objectives can be delivered through the VCI.
- Assess the capacity of local organisations to deliver projects and their capacity building requirements.

#### 2. Development of VCI strategy
The VCI strategy will identify the key funding objectives, outcomes to be achieved, key performance indicators, governance processes and monitoring and evaluation processes within a human rights, social justice and diversity framework.
- Clearly specify the geographical scope and communities that will be targeted. (e.g. neighbouring and/or source communities).
- Utilise a gender responsive process to develop the VCI strategy.
- Specify whether the VCI strategy will achieve a gender balance or address gender bias based on the needs assessment and the company’s business objectives.
- Specify the mix of long and short term project commitments with the majority of funding given to longer term projects.
- Specify exit principles.
- Identify commitment to building local service provider capacity to deliver sustainable projects that are gender responsive and ensure a budget allocation.
- Identify the type of partnership arrangements it will engage in to deliver the VCI strategy.
- A risk assessment is undertaken to identify and manage risks and opportunities associated with the VCI strategy. (See liabilities section of the elements table.)
- Identify key performance indicators, which are gender responsive, to assess the effectiveness of the VCI strategy.
- Describe a VCI monitoring and evaluation strategy that is participatory and gender inclusive.
- The VCI should include a complaints, dispute and grievance process.
3. **Identifying a VCI project package**

Over the lifetime of a VCI strategy it can be expected that there will be a number of VCI projects that meet the requirements of the VCI strategy.

- The process used to identify projects for funding should be participatory and gender inclusive.
- The selection process should be driven by the identified VCI strategy deliverables, rather than a standalone EOI process.
- Each project should have a well thought out exit strategy, risk management strategy and gender responsive key performance indicators.
- Local service capacity building to deliver sustainable projects that are gender responsive is incorporated into project design where appropriate.

4. **Implementation of the VCI**

- All communication is respectful of the contributions made by stakeholders and gives consideration to the capacity of the beneficiaries to receive and understand information provided.
- The VCI strategy, projects being funded and decision making processes are publicly accessible.
- The monitoring of KPIs will be used to drive continuous improvement.
- Opportunities will be provided for representative of communities, managers and employees (men and women) to provide feedback on the VCI implementation which is then responded to.
- Formal evaluations are conducted regularly and are used to communicate both leading practice and lessons learned and may result in the VCI strategy being amended.
A strategic approach to community investment should strive to create shared value for community, government and business. A 2009 McKinsey study\(^7\) and 2012 PwC\(^8\) study showed that few companies understand how their corporate social responsibility programs (of which VCI is a subset) respond to specific business objectives, or whether they actually create financial value. The studies suggest that companies who can develop metrics to translate community outcomes into business benefits (in terms that are valued by the market—risk reduction, enhanced reputation, productivity gains, etc.) can reap additional benefits by communicating this information to investors and financial analysts.

VCI strategies perform better when aligned with business objectives because:

- They are more likely to receive internal support and resources from management and shareholders
- They enable more effective coordination with other business units on the day-to-day interactions and issues that can impact the company-community relationship
- Core competencies and resources across the business can be more readily accessed and leveraged for the benefit of local communities
- Activities tend to have greater focus and direction than when the purpose is not well-defined
- They make the program more resilient to budget cuts (versus pure philanthropy, which tends to disappear during economic downturns)
- The return on investment can be more readily measured and articulated.
VCI strategies can generate a wide range of direct and indirect business benefits including:

- Positioning company as an operator of choice
- Strengthening of social license to operate
- Promoting effective engagement with community stakeholders
- Managing short and long term business risk
- Contributing to staff recruitment and retention strategies
- Building capacity of local service providers to support employees working in the mines.

Companies should identify the key business drivers to which VCI can most readily contribute (such as gaining a social license to operate in the case of a mine or a hotel, or meeting global certification standards in the commodities sector). The intersection between business, community stakeholder and government drivers can be used to determine the focus of the community investment strategy.

Bringing together functional teams across the business to contribute to the mapping and analysis of key issues, risks, and opportunities will help a company to formulate its specific business case for VCI at the site level. VCI is only one part of managing overall company-community relationships and cannot succeed if more fundamental project issues or conflicts are unresolved. It can however be used to complement the implementation of the following broader policies and practices:

- Stakeholder engagement
- Community grievance/conflict resolution mechanisms
- Environmental and social impact management
- Local (community) hiring and procurement.

Goodwill generated by VCI programs can quickly evaporate if actions undertaken by other parts of the business generate conflict or negative perceptions of the company among local communities. Cross-functional alignment and accountability are essential, both for VCI and for managing community relations more broadly. Because day-to-day interactions across the business shape local attitudes about the company, it is important for all staff to be aware of the company’s VCI strategy and understand their role as ‘ambassadors’ of good company-community relations. //
Measuring the impact
The International Finance Corporation has developed a methodology to calculate a probable range for the net present value (NPV) return to the company from a portfolio of sustainability investments, including value protected through risks mitigated and value created through productivity gains in the extractive industry. The Sustainability Planning and Financial Valuation Tool was developed through a partnership including IFC’s Oil, Gas and Mining Sustainable Community Development Fund (IFC CommDev), Rio Tinto Alcan, Deloitte and the Multilateral Investment Guarantee Agency (MIGA), with the support from the Government of Norway.

KPMG has also developed a tool to understand and measure the value created by community investments to drive more transparent and effective outcomes for companies, communities and other stakeholders. Companies can use information on the cost and value of its community investments to select investment that offers the best value for money using the Shared Value Frontier Curve (SVFC).

For more specific guidance the following tools are recommended:
• IFC, (2009,) Strategic Community Investment – A Quick Guide
• KPMG (2013), The Community Investment Dividend – Measuring the value of community investment to support your social licence to operate.
In Australia, there are a number of data sources that can provide gender baseline data:

- The company’s own environment and social impact assessments
- Council planning initiatives
- Various state and Commonwealth Government regional planning initiatives.

Consideration should be given to identifying gender based data (qualitative and quantitative) that will contribute to an understanding of gendered roles, responsibilities and capacities:

- Education of men and women, girls and boys
- Women's and men's employment choices and income earned
- Single headed households
- Local Indigenous men and women, boys and girls
- Number of women in leadership roles
- Accessibility to childcare services
- Health indicators (e.g. incidence of sexually transmitted infections)
- Crime indicators (e.g. domestic abuse, assault);
- Transport/mobility
- The differential impacts of mining activity upon men and women
- Whether local cultural traditions and social expectations define gender roles for women and men
- The barriers and constraints to participation in activities for both men and women
- Consideration given to the gendered impacts at different stages of mine life, including closure
- The aspirations and visions of women and men for themselves and the community in the future
- Likely impacts of changing or exacerbating the balance of power or decision making patterns within the family or access to resources
- The activities of other stakeholders (NGOs, unions) that might be expected to further or hinder efforts to achieving more equitable gender-related goals.\(^\text{21}\)

Where there are gaps in information further consultation may be required. Both men and women should be consulted and their views considered when developing VCI strategies. The consultation may take the form of a staff or broader community based focus group that is gender inclusive.
In Australia the key barriers to participation include:

- Time/workload/mobility – the domestic, productive and reproductive workloads between men and women differ creating participation challenges
- Cultural protocols – meetings may not provide an opportunity for men and women to participate effectively.

Strategies which may address these barriers include:

- Appointing a gender champion – a company representative charged with addressing women and men’s concerns and grievances – both in the community and the workforce
- Ensuring that women are able to discuss their ideas, issues and needs without interference, and that these issues are addressed
- Employing personnel of both genders at similar levels of responsibility and authority
- Targeting women in promotional campaigns
- Designing assessments specifically to elicit the views of men and women
- Conducting separate meetings with men and women, perhaps followed by joint meetings
- Providing or supporting child care initiatives.22
The Newmont Education Centre at Waihi Martha Mine, NZ, has around 6000 children visiting each year. The children come from all around NZ to learn about the gold industry, Newmont and tour the operations.
EN4 Different gendered impacts delivered by VCI strategies

**Addressing gender bias** in VCI strategies is important to focus distribution of VCI outcomes towards one gender (most often women) based on identified gendered concerns in needs analysis, and assessment that benefits will be more sustainable and beneficial to the community and company.

**Examples**
- Promoting enterprise development and employment opportunities for women (which will help diversify the regional economy and contribute to recruitment and retention outcomes).
- Investing in social programs that will contribute to addressing the social impacts often associated with being in an extractive industry community (e.g., access to affordable childcare, domestic violence, safety concerns, STIs).
- Providing capacity building opportunities to support non-government organisation activities which tend to be staffed by women that deliver community benefits.

**Recommended**
- Can be used to balance the financial impacts men gain from being more likely to be employed by the company.
- Can be used to increase the capacity of women to enter the workforce to balance opportunity.
- Can be used to balance a previous VCI package that benefitted the other gender.
- Literature demonstrates that a focus on women is ultimately likely to benefit the whole family and community.

It is important that the company can’t be accused of gender discrimination so it is important to be able to justify how ultimately both genders benefit through this strategy and that it aims to redress an identified gender bias to achieve an equitable outcome.

**Achieving gender balance** of benefits in VCI program – Achieving a balance of benefits shared among men and women, boys and girls.

**Examples**
- Funding a father son program (contribute to social license, risk management, retention/recruitment).
- Funding a women’s shelter (contribute to social license to operate).
- OR funding a program that will benefit men and women, boys and girls.
- Asthma prevention program (contribute to social license to operate).
- Supporting school to work programs that increase school retention outcomes and encourage girls and boys to work in the mining industry.

**Recommended**
- Because a strategic analysis has been undertaken to assess gendered issues and a commitment made to address them on an equality basis.

**Being gender blind** – failure to consider the differences between men’s and women’s, boy’s and girl’s needs, benefits, and access to resources, power and social status.

**Examples**
- Funding football jerseys.
- Attending a football final in the nearest capital.

**Not Recommended**
- There is little or no benefit to women or girls which could result in negative impacts for the community as whole.
- Is not strategic and is unlikely to have any sustainable outcomes.
The following hypothetical case studies demonstrate how existing VCI projects can be developed into strategic programs which deliver sustainable benefits to a more diverse range of recipients. These examples demonstrate that while gender blind projects may be popular within a small section of a community and provide a short term ‘sugar hit’ to a company’s reputation, evolving these VCI projects into a strategic gender-responsive VCI program can deliver more meaningful and resilient benefits to both the community and company.

<table>
<thead>
<tr>
<th>Gender blind project example</th>
<th>Gender balanced project example</th>
<th>Addressing gender bias project example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding football jerseys of A Grade teams.</td>
<td>Funding junior football jerseys and netball bibs.</td>
<td>Funding junior sports clubs to increase women's/girls' participation.</td>
</tr>
<tr>
<td>• Community benefit: football players get free jerseys.</td>
<td>• Community benefit: both boys and girls are encouraged to play sport.</td>
<td>• Community benefit: empowers sports groups to allocate the funds to their priorities eg. equipment, facilities, coaching to improve the opportunities for and participation of women and girls to improve fitness, health and wellbeing.</td>
</tr>
<tr>
<td></td>
<td>• Company benefit: brand of the company promoted.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Company benefit: good will of the players and their families for supporting the teams and community good will for demonstrating the equal importance of men's and women's, girls' and boys' sports.</td>
<td>• Company benefit: good will of the players and their families for supporting the teams; community good will for demonstrating the importance of women's and girls' sports, fitness and health; contributes to recruitment and retention of women in the workforce.</td>
</tr>
<tr>
<td>Funding asthma research.</td>
<td>Funding asthma research focussed on young boys and older women.</td>
<td>Funding asthma research focussed on young boys.</td>
</tr>
<tr>
<td>• Community benefit: better knowledge of the causes of asthma and how they can be prevented.</td>
<td>• Community benefit: research is targeted and based on already existing data so utilises limited resources more effectively.</td>
<td>• Community benefit: community has stronger concerns about the impact on asthma on children and requested this research as a priority. (Also allows other funding to be provided for a women's refuge which is seen as a stronger priority for women.)</td>
</tr>
<tr>
<td></td>
<td>• Company benefit: company reputation for responding to community concerns is enhanced.</td>
<td>• Company benefit: company reputation for responding to community concerns is enhanced; contributes to a healthy community and employment pipeline in the medium term future.</td>
</tr>
</tbody>
</table>
Identifying the VCI targeted beneficiaries

A needs assessment will need to be undertaken which will draw upon a demographic analysis, a community strengths and needs analysis and social impact analysis of the mining activity. In many cases other agencies (e.g. local governments) in the community/region will have undertaken a community strengths and needs analysis and the mining company will have prepared a social impact assessment in its planning phase which can be utilised to identify VCI priorities. The mining company may need to run a supplementary consultation process to identify how it can add value to the contributions of other stakeholders in addressing priority needs.

The ICMM Community Development Toolkit (http://www.icmm.com/document/4080) provides some excellent tools to assist minerals industry practitioners to undertake community needs assessment and planning processes in order to identify and appropriately target VCI beneficiaries. It highlights that the gender dimension should be integrated into all of the tools provided. The table below describes the subtle differences of overlaying a gender dimension.

<table>
<thead>
<tr>
<th>Identified beneficiaries</th>
<th>Gender considerations</th>
<th>Potential impact on programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on preventing/ addressing asthma occurrences in the region.</td>
<td>Childhood asthma is more likely to affect young boys; adult asthma more likely to affect women over 40 years.</td>
<td>The programs may target young boys and/or older women, or may look to have a different strategy for young boys and girls, and men and women.</td>
</tr>
<tr>
<td>Single parents in the region.</td>
<td>The assumed focus would often be on women, however there is a growth of single male headed families (e.g. in the Upper Hunter region).</td>
<td>The needs of, and support required by, single male and female headed families may be different. It would be advantageous to understand the differences and respond accordingly.</td>
</tr>
<tr>
<td>Indigenous women experiencing domestic violence.</td>
<td>The prevalence of domestic violence is often the result of tacit society acceptance, male (and female) socialisation and peer pressure.</td>
<td>Strategies could focus on empowering women, providing women’s refuges and legislation. They could also focus on finding innovative means of educating men and young boys to break the cycle.</td>
</tr>
</tbody>
</table>

The value of this tool kit is that it provides guidance to practitioners as to how they address the gender dimension appropriately.
EN6 VCI partnerships

"Working in partnership with other groups and organisations helps us better understand the issues and priorities of the community and jointly develop programmes that all parties agree will provide value."

Purpose:
- Facilitate integrated planning and project delivery outcomes
- Minimize risk of replication and inefficient use of resources
- Develop and consolidate engagement between companies and community stakeholders.

Benefits:
- Use of local knowledge
- Working to each partners’ strengths
- Contributes to longer term sustainability of projects/services
- Achieving ‘more for less’
- Reducing dependency
- Effectively engaging with existing community governance processes
- Potentially reducing resources required for VSI funds management and consultation
- Can contribute to strengthening and capacity building of existing governance structures
- Perceived as more effective engagement leading to strong relationships.

Risks:
- Loss of exclusive branding opportunities
- Being able to report on specific company investment outcomes to stakeholders
- Level of equity required
- Loss of control as to what gets funded and/or how it is delivered
- Resourcing required to manage the funds
- Longer timeframes might be required for project delivery.

Risk management strategies:
- Innovative branding strategies developed and implemented that promote the strategic intent and outcomes of the partnership and who is supporting it
- Reporting requirements/responsibilities/mechanisms would need to be established as part of an agreement
- Expectations around member equity in a partnership and processes for communicating changes in equity capacity would need to be clearly negotiated. Formality of the agreements would be determined by perceived exposure to risk
- A representative of the company can be on project selection committees and/or management committees
- Can impose conditions relating to selection criteria as part of the agreement making process
- Should clearly identify project management responsibilities and resources e.g. some organisations which manage community development funds have resources to manage governance and project management processes
- Company can provide an ‘in kind’ contribution to the provision of resources for community development fund outcomes
- Should establish decision making, conflict resolution and grievance processes.
Models:
• Mining companies work together in a region to establish a fund from which agreed projects are funded
• Company/ies contribute to a community development fund in partnership with a shire council or Regional Development Authority and/or other community based organisations
• A project-by-project basis where the company engages in bilateral or tri-sector partnerships e.g. aged care facility. The company might take responsibility for building infrastructure, and the state government allocate resources for staffing and equipment.

Partnerships help Rio Tinto to:
• Understand community expectations better and how best to respond;
• Hear divergent views and identify and address issues of mutual interest and concern;
• Access skills, knowledge, perspectives and expertise that we do not have;
• Pool our skills and expertise with others to achieve outcomes that could not be achieved individually;
• Demonstrate our commitment to sustainable development;
• Integrate our policies into everyday practice;
• Engage our employees in working with communities;
• Communicate more directly with our communities and stakeholders;
• Build trust, respect and goodwill; and
• Increase our profile and reputation.
The more accurate and reliable the data upon which an indicator is based, the better it will be as a measure of change – positive or negative. The accuracy of data is dependent on good engagement and consultation, a core principle of a gendered approach.

Monitoring, evaluation, and audit processes should raise awareness about the size and scale of the gender gap and the extent to which an activity has addressed the different needs, aspirations, resources and constraints of women and men. This information should inform project and program development and implementation, and identify opportunities for improvement of new and existing projects. The development of indicators to enable appropriate assessments to be undertaken is therefore essential.

**An indicator:**
- Can be defined as something that helps us understand where we are, where we are going and how far we are from reaching a goal or objective
- Should be identified during the program planning stage
- Can be developed in consultation with community groups.

**A quantitative indicator:**
- Refers to attributes of a situation, process, or activity to which we can attach a number, percentage or ratio that reflects its status at a given moment of time
- Can be drawn from data systems and records that have been examined or collected during a study or planning process.

**A qualitative indicator:**
- Refers to attributes of a situation, process or activity the status or condition of which is determined by opinions, perceptions, or judgments, or by quality of an experience – not by numbers.

Reporting and communicating performance, including gender, internally and externally, is important in the promotion of transparency. It is a way to invite feedback and dialogue which helps guide our formal and informal decision making processes across Rio Tinto. It can also contribute to improving our social performance and contributions.
A gender responsive indicator:
- Is designed to reflect changes in the status and roles of men and women
- Includes but is not limited to sex disaggregated data
- Quantitative indicators may not be sufficient for capturing women’s and men’s experience
- Qualitative indicators are important for understanding the fuller picture and can be used in a complementary manner with quantitative indicators.

Data can be sourced from:
- Government statistics
- Company data collection processes related to social impact assessment and management processes
- Other agencies such as local health services or schools.

Challenges of collecting data include:
- The small size of mining communities may impose additional confidentiality restrictions and/or requirements
- Community member perceptions of the impacts of a program on men and women can provide a valuable source of information in these circumstances but practitioners should give consideration to how this information is collected (i.e. who is interviewed and how the indicator is defined).

It is not always easy to know why particular changes have happened. There are often other factors that contribute to positive or negative change in a given situation, beyond the interventions of donors or other actors. This does not need to be seen as a problem of ‘attribution’. Rather it can be seen as an opportunity and reason to recognise that multiple factors, including local resistance, political will and pressure from the media can all contribute to shifts taken into account to gain a holistic picture.
Examples of gender responsive indicators for measuring risks and benefits in mining communities include:

| Labour, employment and assets | • Female and male economic activity  
|                             | • Percentage of females and males in mine labour force  
|                             | • Gender wage differential  
|                             | • Reported opportunities for professional development  
|                             | • Satisfaction with support provided  
| Violence/security           | • Number of women who have accessed domestic violence services  
|                             | • Number of women/men who have made police reports  
|                             | • Perceptions of community safety  
| Community participation in governance structures | • Percentage of male and female participation in community consultations  
|                                             | • Percentage of male and female participation in governance structures to oversee the investment fund  
|                                             | • Level of satisfaction from committee members that their participation is valued  

For more specific guidance the following tools are recommended:

- Rio Tinto (2009) ‘Why Gender Matters: A resource guide for integrating gender considerations into Communities work at Rio Tinto

- Canadian International Development Agency (date unknown), Guide to Gender Responsive Indicators (found at www.oecd.org/dataoecd/47/47/43041409.pdf).
<table>
<thead>
<tr>
<th><strong>Accountability</strong></th>
<th>Operating in a manner that demonstrates openness and transparency to all stakeholders.</th>
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</thead>
<tbody>
<tr>
<td><strong>Capacity building</strong></td>
<td>Activities, resources and support that strengthen the skills and abilities of people and community groups to take effective action and leading roles in the development of their communities.</td>
</tr>
<tr>
<td><strong>Community engagement</strong></td>
<td>Building ongoing, permanent relationships for the purpose of applying a collective vision for the benefit of a community.</td>
</tr>
<tr>
<td><strong>Continuous improvement</strong></td>
<td>A long-term approach that systematically seeks to achieve small, incremental changes in processes in order to enhance efficiency and quality.</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td>The different roles and responsibilities taken up by women and men. These are learned from early in life and throughout life from those around us – they are not biological. They vary between cultures and localities, and they change over time. (adapted from Oxfam Australia PMM).</td>
</tr>
<tr>
<td><strong>Gender analysis</strong></td>
<td>A systematic way of looking at the different ways development might impact on males and females. To do this, data must be separated by sex. Actions must be based on understanding and valuing men’s and women’s different kinds of labour, and the way resources, benefits and power are distributed between women and men, boys and girls. This should be done at all stages of the development process. It is based on always asking ‘how will this (activity, decision or plan) affect males differently from females?’</td>
</tr>
<tr>
<td><strong>Gender balance</strong></td>
<td>Achieving a balance of benefits that are shared among men and women, boys and girls e.g. the degree to which men and women hold the full range of positions in a society or organization (more accurately, “sex ratio”).</td>
</tr>
<tr>
<td><strong>Gender bias</strong></td>
<td>Unequal treatment in the distribution of benefits between men and women, boys and girls e.g. employment opportunities (such as promotion, pay, benefits and privileges), and expectations due to attitudes based on the sex of an employee or group of employees.</td>
</tr>
<tr>
<td><strong>Gender-blind</strong></td>
<td>Failure to consider the differences between men’s and women’s, boy’s and girl’s needs, benefits, and access to resources, power and social status.</td>
</tr>
<tr>
<td><strong>Gender discrimination</strong></td>
<td>The systematic, unfavourable treatment of individuals on the basis of their gender, which denies them rights, opportunities or resources.</td>
</tr>
<tr>
<td>---------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Gender equality</strong></td>
<td>Equal rights, status, opportunities and outcomes for both men and women, boys and girls.</td>
</tr>
<tr>
<td><strong>Gender equity</strong></td>
<td>Women and men should not only be given equal access to resources and equal opportunities, but they should also be given the means of benefiting from this equality. The different life experiences and needs of men and women are taken into consideration and compensation is made for social disadvantages. Gender equity thus serves to level the playing field and empower the disadvantaged. Therefore, we can say that equity is essential to achieve true equality.</td>
</tr>
<tr>
<td><strong>Gender neutral</strong></td>
<td>Relating to people and not specifically to men or to women, boys or girls. Can risk overlooking important differences.</td>
</tr>
<tr>
<td><strong>Gender responsive</strong></td>
<td>When a person or programme puts ‘gender responsive’ theory into practice. Actions and/or activities are put in place to address issues and concerns over unfairness and discrimination.</td>
</tr>
<tr>
<td><strong>Gender transformative</strong></td>
<td>Where gender is treated as central to promoting equality and achieving positive development outcomes. It takes on the task of transforming unequal gender relations to promote shared power, control of resources, decision-making, and support for women’s empowerment.</td>
</tr>
<tr>
<td><strong>Human rights</strong></td>
<td>Something to which a person has a rightful claim, for which the state and others have responsibility and can be held accountable. May be upheld in law, defined by custom, and/or as a social norm. The 1948 UN <em>Universal Declaration of Human Rights</em> is an international agreement about the human rights of all people, including all women.</td>
</tr>
<tr>
<td><strong>Intersectionality</strong></td>
<td>The interaction between two or more forms of discrimination. Racism, patriarchy, class oppression and other unfair systems create inequalities that define the relative position and status of women, different races, ethnicities, age, class, people with disabilities and others. (adapted from United Nations 2001).</td>
</tr>
</tbody>
</table>
### Partnerships
Forming strategic multi-stakeholder partnerships can help a company to leverage and maximize its community investments is good practice and are increasingly common. They are driven by the basic underlying tenet that each partner has something valuable to contribute—and that, by systematically working together, the partners can achieve their goals more effectively than by working alone.

### Shared value
The concept of shared value can be defined as policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates. Shared value creation focus on identifying and expanding the connections between societal and economic progress.

### Social license to operate
The social license is the level of acceptance or approval continually granted to an organisation's operations or project by the local community and other stakeholders.

### Sustainable
Able to be maintained at a certain rate or level.

### Voluntary community investment
Voluntary donations and investment of funds in the broader community where the target beneficiaries are external to the company. These include contributions to charities, NGOs and research institutes (unrelated to the company’s commercial R&D), funds to support community infrastructure and direct costs of social programs (based on the Global Reporting Initiative definition).

### Unconscious bias
Attitudinal biases about gender, age, race, etc., that we are unaware we have and are unaware we act upon. ‘Our implicit people preferences, formed by our socialisation, our experiences, and by our exposure to others’ views about other groups of people’.
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## Appendix 1 Members of the Gender, Mining and Communities Dialogue

<table>
<thead>
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<th>Name</th>
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VOLUNTARY COMMUNITY INVESTMENT: A STRATEGIC APPROACH THAT INCORPORATES GENDER