



“Women and the Nuclear Talent Pool: Myths and Perspectives on the Present and Future”

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Executive Summary:

The nuclear industry has been slow to exhibit significant results in attracting, promoting and retaining women. The result has been a lack of representation of women in the industry. Research suggests that those companies with women in senior positions do better financially than peers with less female representation and that a key factor in attracting and retaining women is the availability of female role models. The nuclear industry is not alone in failing to attract and develop women. However, with the current demographics and planned retirements in our industry, against a backdrop of growth, there is an opportunity for the nuclear industry to proactively address issues that have in the past resulted in poor representation of females in a wide variety of management, engineering & technical trade positions. Many industries suffer from stereotypic bias that may prevent significant advancement of women even when companies have specific goals to attract and develop women.

The industry must recognize stereotypic bias and equip women and men with tools and resources to increase awareness of women’s skills in order for women to advance their careers. In order to target the female segment of the workforce, Women in Nuclear (WiN) has developed this position paper with input from senior Human Resource professionals in the industry, leading research group Catalyst Canada, and input from women across a broad spectrum of careers in the nuclear community. WiN believes change is possible and is willing to work with industry to develop programs that will remove stereotypic bias and encourage a level playing field in what remains a male dominated industry.

Stereotypes can be defined as “cognitive shortcuts” or generalizations that we use to make sense of our complex social world. These shortcuts help us differentiate among different groups of people and, in the case of gender stereotypes, between women and men. Gender stereotypes are widely shared within our culture. This can be problematic as they tend to over-simplify reality, especially when it comes to complex social behaviors. Gender stereotypes emphasize “natural differences” between women and men but the empirical literature tells us that gender differences are far from natural. Through the extensive research on gender differences and similarities, we learn that women and men are actually more similar than different and that there is more variation among women and among men than there is between women and men. By creating false perceptions that women and men are “planets apart,” however, stereotyping results in women being overlooked for the top jobs—no matter how strong their actual credentials.¹

The workshop held at WIN Canada’s 5th Annual Conference in February 2008 explored some of the myths that lead to this industry wide stereotypic bias and concluded that a focus on changing myths about women in leadership and business could enable our industry to better attract, retain and develop female talent at a time when we all need to access the best and brightest.

There are well established methods to combat stereotypic bias. A first step is to prepare a stereotypic risk assessment and to create work practices that will target the risk areas for stereotypic bias. Next, a review of the types of programs that can be put in place to attract, develop and retain women in non-traditional roles for our industry including management, trade and technical positions. Such programs include mentoring and networking opportunities for women; support forums for women to join and share experiences and strategies for advancement; access to the senior management leaders; flexible work arrangements; development plans, leadership training programs and a transparent career advancement process; line management opportunities through secondments, assignments and rotations; and a system of checks and balances to ensure goals are met.

¹ The Bottom Line: Connecting Corporate Performance & Gender Diversity, 2007, Catalyst

Putting these measures in place will help attract, retain and maximize women's talents and contributions to the nuclear industry in Canada and help secure the industry's future.

Targeted to:

Leadership Training

Mentors

Human Resources and Recruitment

Corporate Canada

Nuclear Industry

Background

This paper is based on the Catalyst Canada workshop, Women in Business – Myths and Realities, presented as part of the WiN-Canada 5th Annual Conference, February 27, 2008, in Ottawa, Ontario.

The nuclear industry faces a human resource challenge over the next five to 10 years. An estimated 40 percent of the North American nuclear industry workers are eligible to retire within the next 10 years.² Many industries are facing similar shortages putting the nuclear industry in direct competition for the same talent. Facing this reality, the industry should aim to attract, retain and motivate the best and most diverse talent across all backgrounds and gender. Diverse groups bring diverse perspectives, which is associated with better decision making and more creativity. The industry cannot afford to underutilize any segment of the talent pool.

Currently, women in the industry represent less than 20 percent of the total Canadian nuclear workforce. Attracting more women will help ease the human resource crunch caused by increased retirement. It is no longer a question of few qualified women available to fill positions, with women comprising one-half of the workforce and 55 percent of students enrolled in undergraduate programs at universities.³ Fully half of women aged 25 to 44 now have a post secondary qualification, compared to 40% of men, and the education gap is even

² Canadian Energy Research Institute member survey.

³ <http://www.ewh.ieee.org/soc/es/Nov1999/10/BEGIN.HTM>

bigger among young people.⁴ Females do however, remain underrepresented in science, technology and trade fields. It is therefore very important that the industry support GIRLS Science Club, GoEngGirl, Women in Engineering Advisory Committee (WEAC), Skills Canada's Young Women's Conferences, Engineering in Residence, robotics fairs and similar programs to encourage young women to pursue non-traditional careers.

Research also shows that organizations with diverse management teams experience better bottom-line financial results.⁵ Fortune 500 companies with the highest representation of women corporate officers had significantly higher measures of financial performance than those with the lowest representation.⁶

Retention of female employees may also be an issue in the industry. For example when we look at engineering, research shows 25 percent of U.S. female engineers leave the field after the age of 30.⁷ Research also suggests the cost of replacing an employee is generally up to one hundred and fifty percent of her annual salary, in addition to the knowledge drain on the organization. In 2001, Statistics Canada found that for each age group, the earnings of females with science or engineering PhDs were significantly lower than those of their male counterparts. For every dollar earned by a male doctorate holder, female doctorate holders earned 77 cents. In contrast, a woman in the general labour force earned 71 cents for every dollar earned by a man.⁸ The gender pay gap in Canada is the fifth greatest in the advanced industrial (OECD) countries and even bigger than in the U.S.⁹

A visible and successful progression of women strengthens a company's ability to win talent at levels further down in the organization and helps expand the pipeline for a diverse leadership.¹⁰

⁴ Women in the Workforce: Still a Long Way from Equality, Canadian Labour Congress, 2008

⁵ The Bottom Line: Connecting Corporate Performance & Gender Diversity, 2007, Catalyst

⁶ The Bottom Line: Connecting Corporate Performance & Gender Diversity, 2007, Catalyst

⁷ Canadian Coalition of Women in Engineering, Science, Trades and Technology; Society of Women Engineers

⁸ www.statcan.ca/Daily/English/071024/d071024a.htm

⁹ Women in the Workforce: Still a Long Way from Equality, Canadian Labour Congress, 2008

¹⁰ Securing Talent and Excellence in the Pipeline: The Senior Women's Initiative; The Goldman Sachs Group, Inc. 2007 Catalyst Award Winner

Diversity programs not only serve to develop and retain the best employees, but can also be used as a marketing tool to help position companies as leaders in diversity and inclusion, inviting more women to work in the industry.

Companies within the nuclear industry need to be recognized as the “employer of choice” in order to have their pick of the top talent.

Objective

This paper will help the industry recognize that barriers to women’s advancement into leadership roles exist, and will provide strategies to attract, retain and maximize women’s talents and contributions to the nuclear industry in Canada.

Myths to Barriers to Women’s Advancement in the Workplace:

Myth #1 – Women comprise roughly half of the workforce so it’s only a matter of time before they rise to the top!¹¹

Reality – Women have not reached the corner office and are under-represented in the industry.

Fact – According to Statistics Canada data women represented 47.4 percent of the Canadian workforce in 2006, slightly higher than the numbers reported in 2004 at 46.9 percent. In 1976 women made up 37 percent of the workforce. When we look at Fortune 500 top companies only 15.1 percent of corporate officers, 12 percent of Board Directors, 5.4 percent of the top earners and 4.2 percent of heads of organizations are women. Information taken from Catalyst’s Canadian Census of Corporate Officers and Top Earners released in 2006 states: “While it is encouraging that the number of companies with one or more corporate officers has increased since our 2004 census, five generations will enter the workforce before women represent one-quarter of corporate officers in Canada.” This was based on the rate of change persisting (the census found a small fraction of a percent

¹¹ Myths presented by Deborah Gillis, Vice President, Catalyst Canada, at the WiN-Canada Conference held in February 2008, in Ottawa, ON.

increase over two years). More than three in four of the earners making at least \$89,900 per year (the top 5 percent of the Canadian workforce) are men, and men are still three times more likely than women to be senior managers.¹²

Recommendation – Develop career advancement programs to target “high potential” women at various levels.

Program should include:

- a) mentoring opportunities, by senior leaders and mentoring circles with peers (women at the same level get together to share career experiences);
- b) rotational assignments, providing more line experience;
- c) targeted development program; and
- d) secondments to organizations outside the company.¹³

Myth #2 – Men want the top jobs more than women do, women are “opting out.”

Reality – Women are equally ambitious for the corner office.

Fact - Catalyst’s research, “Women and Men in U.S. Corporate Leadership: Same Workplace, Different Realities? 2004”, found the following:

- The majority of women (55 percent) and men (57 percent) want to occupy the most senior role (CEO or equivalent) within an organization.
- The large majority of women and men in line positions (82 percent and 77 percent, respectively) aspire to be CEO, compared to smaller percentages (although still the majorities) of women and men in staff positions (60 percent and 51 percent, respectively.)
- Women who have children at home are just as likely to desire the corner office as those who don’t have children living with them (55 percent and 46 percent, respectively.)
- Men who have children at home are significantly more likely to desire the CEO job than those who don’t have children living with them (68 percent and 32 percent, respectively.)

¹² Women in the Workforce: Still a Long Way from Equality, Canadian Labour Congress, 2008

¹³ Securing Talent and Excellence in the Pipeline: The Senior Women’s Initiative, The Goldman Sachs Group, Inc., 2007 Catalyst Award Winner, Catalyst

Stereotypes not only prevent competent women from achieving their full potential, but also hinder organizations from capitalizing on some of their most talented employees.¹⁴ Research points to stereotyping as one of the key contributors to the gender gap in leadership positions.

Recommendation – The industry must address stereotypic bias head on, by assessing work environments to identify where and how a company is at risk for stereotypic bias.¹⁵ This assessment should be conducted by an external organization allowing employees a safe place to voice their concerns. Companies should create and implement innovative work practices that target stereotypic bias. These practices can be particularly effective when they address specific risk areas. This will show employees the company is committed to reducing barriers and helping all employees succeed. Design a system of checks and balances in recruitment, advancement, engagement and retention to make decision makers aware of their subconscious bias and to remove this bias from the decision-making process.¹⁶ Finally, managers and the executive team must be held accountable for meeting goals related to diversity and inclusion. This can be monitored by setting up an evaluation process using tracking and assessment tools to gauge milestones. Review demographics of candidates to ensure a diverse slate of candidates. Increase awareness around the effect of gender stereotyping by educating managers and employees. Training programs should include:

- a) ways to recognize bias;
- b) inconsistencies between values and actual behaviour; and
- c) causes and effects of gender inequality in the work place.¹⁷

Myth #3 – Women don’t get ahead because they are distracted trying to balance their work and home lives.

Reality – Men and women have difficulty balancing work demands.

¹⁴ Rhona Rapoport, Lotte Bailyn, Joyce K. Fletcher, and Bettye H. Pruitt, *Beyond Family-Work Balance*(San Francisco, Jossey-Bass, 2002).

¹⁵ The Double-Bind Dilemma for Women in Leadership: *Damned if You Do, Doomed if You Don't* © 2007, Catalyst

¹⁶ Securing Talent and Excellence in the Pipeline: The Senior Women’s Initiative; The Goldman Sachs Group, Inc. 2007 Catalyst Award Winner

¹⁷ The Double-Bind Dilemma for Women in Leadership: *Damned if You Do, Doomed if You Don't* © 2007, Catalyst

Fact - Catalyst's research, "Women and Men in U.S. Corporate Leadership: Same Workplace, Different Realities? 2004" found that: "Just over one-half of women (51 percent), compared to 43 percent of men, find difficulty in achieving a balance between their work and personal lives." This finding suggests that although the work-life balance is more demanding for women, both genders share the struggle. The study also states that women and men have both made choices and trade-offs in their personal and professional lives and are both equally satisfied with the trade-offs they have made.

Generation Y (born between 1977-2000) is the fastest growing segment of the workplace. Research shows that Generation Y will demand flexibility and balance in their day-to-day life. Unlike baby boomers, they do not want to work long hours at the expense of family, friends and personal pursuits. Today's young workers are more interested in making their jobs accommodate their family and personal lives. Demonstrating flexibility, while focusing on goals and accountability, can go a long way toward inspiring loyalty in Generation Y employees. Affording employees some flexibility to balance family, educational pursuits, leisure, and community activities often leads to better performance as well as higher retention rates.¹⁸

Recommendation - Develop programs to allow for informal and formal flexible work arrangements (i.e., - flexible arrival and departure times, telecommuting, expected overtime and sabbatical leaves) without jeopardizing career advancement.¹⁹ Employers must understand how to incorporate flexibility and work life balance into their recruiting strategies in order to attract the top talent from today's workforce.

Myth #4 – Women just don't do the right things to get ahead.

Reality – Men and women use the same strategies to get ahead.

¹⁸ Workplace Transformation, Generation Y in the Workplace, Cara Spiro, Defense, A T & L, Nov-Dec 2006

¹⁹ Women and Men in U.S. Corporate Leadership: Same Workplace, Different Realities? 2004 Catalyst

Fact - Catalyst's research, "Women and Men in U.S. Corporate Leadership: Same Workplace, Different Realities? 2004" found the following:

- Executive women and men cite similar strategies for their success which include: hard work, managerial skills, performing on high-visibility assignments, and demonstrating expertise.
- To facilitate their advancement, most women (81 percent) have also developed a management style with which male managers are comfortable.
- While women and men share the top strategies for advancement, there are some differences. Women are more likely than men to report seeking high-visibility assignments and networking within the organization, while men are more likely to report gaining line management and international experience. Essentially, women are more likely to use advancement strategies related to relationship building, while men are more likely to gain particular types of experience.

These gender differences in advancement strategies may reflect assumptions about the types of work that women can and will do. For example, men may be offered assignments that provide line management or international experience more frequently than women because of assumptions that women will not want to travel or cannot work effectively in certain situations. Making such assumptions not only eliminates opportunities from women, but inadvertently shrinks the pool of talented people to draw from.

At the same time, women may be more likely than men to use strategies that highlight visibility and relationships because they need to advocate for their own organizations to a greater extent. Since women often occupy an "outsider status" in the corporate world, building relationships and gaining visibility opportunities is critical. Furthermore, it is possible that men already have cemented those relationships through informal networks that are important to gaining career-building opportunities. In this case, men would be less likely to point to – or perhaps even recognize – these social interactions as advancement strategies.

Recommendation - Create a review process to seek out high-potential employees at every level and prepare development plans to enhance advancement opportunities. Educate

managers to recognize the capabilities of employees, especially women, in the early stages of their careers. This will allow companies to get the most from their workforce.

Development plans should include:

- a) next steps for development;
- b) leadership training;
- c) coaching, mentoring and feedback;
- d) increased exposure to key senior individuals;
- e) job mobility; and
- f) stretch assignments.²⁰

Don't make assumptions. Ask about your employees' career aspirations and ensure you are fully leveraging the skills of your diverse workplace.

Myth #5 – Moving up in the organization is all about merit – gender is irrelevant.

Reality – Men and women face different barriers.

Fact - Catalyst's research, "Women and Men in U.S. Corporate Leadership: Same Workplace, Different Realities? 2004" found the following:

While women and men executives face similar barriers as they rise through the ranks, there are some stark differences. Gender disparity becomes even more pronounced when we examine *perceptions* of barriers to women's advancement. Women and men have differing views on the challenges facing females as they attempt to climb to the top.

Overall, women are much more likely than men to see the barriers to the advancement of women in their companies. In fact, there are no barriers facing women that men cite more frequently than women. This is consistent with Catalyst research and consulting engagements which reveal that members of a stigmatized group are more likely to perceive discrimination against their own group members than are those outside of that group.

²⁰ Securing Talent and Excellence in the Pipeline: The Senior Women's Initiative; The Goldman Sachs Group, Inc. 2007 Catalyst Award Winner

So, for example, even though both women and men agree that the greatest barrier to women's advancement is a lack of significant general management or line experience, a significantly higher percentage of women (79 percent) than men (63 percent) cite this barrier. Furthermore, each genders' views diverge tremendously in areas related to work culture and environment, indicating that women may be much more aware of the ways in which women's careers continue to be hindered by factors related to occupying an outsider status. Specifically, women are more likely than men to cite barriers such as:

- A lack of awareness of organizational politics (57 percent of women, compared to 22 percent of men);
- Exclusion from informal networks (77 percent of women, compared to 39 percent of men);
- Stereotyping of women's roles and abilities (72 percent of women, compared to 44 percent of men); and
- Lack of opportunities for visibility (51 percent of women, compared to 22 percent of men).

The only barrier on which a relatively sizeable percentage of women (27 percent) and men (29 percent) agree is the impact of women's lack of management experience.

Because the most senior management ranks remain dominated by men, it is important that men develop an understanding of the challenges faced by their female colleagues. In order for an organizational change effort to commence and be truly effective, men must become as aware of the barriers women face, as women themselves are.

The findings suggest that, with some education and insight, this awareness can be achieved and lead people to make fewer assumptions. In fact, women and men already recognize a number of discrete barriers that act as challenges to women getting ahead. From women's perspectives, the top impediments to advancement include a lack of appropriate experience, stereotypes and cultural impediments and a failure of senior leadership to assume accountability for women's advancement. Men's top responses reflect a similar perception,

but they also include the impact of commitment to family and personal responsibilities as a key barrier. (Although a higher percentage of women cite this barrier, it is men's second most frequently cited, while it is women's sixth.)"

Recommendation - Adopt a completely transparent career advancement process, which is highly visible and accessible on a level playing field. Employees could then use this process to self-evaluate, gauge their career continuum and determine what steps are necessary to develop their skill set and gain experience to advance to the next level of the organization.²¹

Myth #6 – Women are not natural born leaders.

Reality – Women and men are similar, but perceptions limit women's leadership.

Fact – Citing directly from Catalyst's research, "Women "Take Care," Men "Take Charge," 2005":

Stereotypes can limit women's opportunities for advancement into top leadership positions. This is because stereotypes of women often portray them as lacking the very qualities commonly associated with effective leadership. Stereotypes paint men as a much more natural fit for top leadership positions than women.

²¹ Unlocking Potential, Delivering Results: The Advancement of Women, (AoW) Initiative, Scotiabank, 2007 Catalyst Award Winner, Catalyst

Common Stereotypes of Women and Men Based on Psychological Research²²

Women's Traits	Men's Traits
• Affectionate	• Dominant
• Appreciative	• Achievement-oriented
• Friendly	• Active
• Sympathetic	• Ambitious
• Mild	• Coarse
• Pleasant	• Forceful
• Sensitive	• Aggressive
• Sentimental	• Self-confident
• Warm	• Rational
• Whiny	• Tough

Contrast each set of above traits with what typically comes to mind when we think about leaders. We often think of leaders as dominant and ambitious – as embodying qualities that closely match the stereotype of men.

On the other hand, the traits that make up the feminine stereotype (i.e., - friendliness and sensitivity) are seen as less vital to leadership. These stereotypes result in women being evaluated less positively than men for leadership positions. In a male dominated industry it is often men who are making the decisions about what a 'good' leader looks like.

These stereotypic beliefs spill over into the workplace, posing an invisible and powerful threat to women leaders. Gender stereotypes portray women as lacking the very qualities that people commonly associate with effective leadership. As a result, they often create false perceptions that women leaders just don't measure up to men in important ways.²³

²² David Schneider, *The Psychology of Stereotyping*. New York: Guilford Press, 2005

²³ Women "Take Care," Men "Take Charge:" Stereotyping of U.S. Business Leaders Exposed, Catalyst 2005

Even though analyses of more than 40 studies of leadership, spanning more than 15 years, fail to support their perceptions, women leaders are still judged better at “caretaking” leadership behaviours and men better at “taking charge” leadership behaviours.

Recommendation - Provide opportunities for women to gain leadership experience. For example support women to attend and participate in groups such as Women in Nuclear, women in leadership conferences, Women’s Executive Network where they can share experiences and strategies for building a career in a male dominated industry. Set up a forum connecting women and senior leadership to increase awareness of key business issues, upcoming projects or assignments and raise the level and quality of dialogue.²⁴

Commit to programs where women can take a leadership role: i.e., - After school programs (GIRLS Science Club), in school programs (Engineering in Residence), robotics fairs, speaking opportunities to young girls and women (Skills Canada), opportunities to speak to women’s groups (educational forums on nuclear), co-op programs, job fairs, and input into scholarship programs. These programs not only provide leadership opportunities for women in the industry, but also help with recruitment and interest in careers within the industry.

Initiatives currently in place to help promote the advancement of women in the nuclear industry:

Hydro One initiatives regarding women in the workplace - Women are one of the four targeted groups in Hydro One’s corporate Diversity Program.

Hydro One has a ‘Graduate Training Program’ whereby they recruit university graduates into a two-year training program, which involves a combination of field and head office work rotations, as well as technical and non-technical training. Hydro One has been hiring women engineers into their program at a rate significantly higher than the numbers coming out of engineering programs across Canada. At Hydro One, women comprise about 28 percent of their new graduate population. This may be due to a variety of factors including

²⁴ Securing Talent and Excellence in the Pipeline: The Senior Women’s Initiative; The Goldman Sachs Group, Inc. 2007 Catalyst Award Winner

the nature of the job (better work-life balance compared to other engineering firms), the nature of the candidates (possibly a higher percentage of women are in the top group of candidates they would consider), and possibly that Hydro One is perceived to be a company that welcomes diversity thus attracting a greater number of women to apply to their positions. Many of their female new graduates assist on campus with recruitment efforts.

Recently Hydro One organized a meeting for all of the women in their New Graduate Program to meet with and hear from some of Hydro One's senior female leaders. The Hydro One panel consisted of the CEO, the Chief Financial Officer, a senior female manager in engineering and a recently promoted female engineer who is in her 20's. The Director of Human Resources moderated the panel. The focus was on the experiences of these women in balancing their careers and family life and sharing lessons that could benefit women starting out in their careers. The feedback from this session was extremely positive and Hydro One intends to offer another session, but this time will bring in an external speaker to address some of the issues that are of particular interest to women in the workplace. (May 2008)

Bruce Power initiatives regarding women in the workplace - Bruce Power is a strong supporter of Women in Nuclear (WiN). Bruce Power funded the start up of WiN-Canada and WiN-Bruce in 2004 and has continued its support as a major sponsor of events, programs and activities. Bruce Power is currently co-sponsoring the secondment of a full-time Executive Director to focus on communicating the benefits of nuclear to the female demographic, encouraging young women to enter the industry and providing professional development opportunities for women in the industry.

Bruce Power supports female mentors attending Skills Canada networking dinners and the Young Women Conferences, where young female students attend to hear about various trades and are encouraged to consider the trades as a career option.

Bruce Power also supports the GIRLS Science Club. The club currently has approximately 85 members who attend sessions on Professional Development Days. The club's objective is to ignite scientific curiosity and spark a life-long love of science. Bruce Power has also

sponsored a week-long science camp in August of 2008, being facilitated by McMaster engineering students.

Women are one of the four designated groups that are a key focus of the Bruce Power Equity and Diversity committee. In 2008, the committee held a workshop and invited Wendy Cukier, Associate Dean and Professor of Information Technology Management, at the Ted Rogers School of Management, Ryerson University, to speak on the business case for diversity. During Cukier's presentation she discussed the significant skills shortage facing Canada today, across a range of vocations and industries and how these shortages could be minimized by programs focused towards the four designated groups; women, aboriginals, persons with disabilities and visible minorities. In particular, Cukier shared her experiences in the education and technology sector and highlighted various reasons why women in particular don't enter the industry, and for those who do enter, a range of issues precluded them from advancing within the industry. She recommended initiatives focused towards all four designated groups as an essential means of growing the participation of these groups within the workforce, and by doing so minimizing the serious skill shortage in Canada today.

Bruce Power is tracking and measuring the diversity numbers with regard to recruitment and advancement of women in order to better understand what areas require additional focus.
(May 2008)

Ontario Power Generation (OPG) initiatives regarding women in the workplace –

OPG has a long-standing commitment to create a work environment and corporate culture that attracts and retains women. OPG recognizes that women are a rich source of talent, and increasing women's representation in OPG's workforce will be vital to its continued success. Moreover, as an employer regulated under the Employment Equity Act, OPG pays close attention to its workforce demographics and areas and occupations where women are under-represented.

Having identified under-representation particularly in engineering and the skilled trades, OPG has taken action to help identify and eliminate barriers to employment. In addition, OPG dedicates time and resources to work with schools and other agencies to educate

young women on the career possibilities at OPG and academic paths necessary. Over the years, OPG has been involved in high school career programs, Skills Canada/Ontario events, GoEngGirl information sessions, Ryerson's Discover Engineering summer camp and other programs aimed at encouraging young women to consider careers in the electricity industry. OPG women in different roles, from different work sites, have been actively involved in outreach of this kind in their communities, and at targeted colleges and universities.

At the same time as OPG is out actively building awareness and promoting careers at OPG to women, it continues to explore the reasons why women may not be choosing the academic programs and career paths OPG requires. In 2007, OPG participated on the Steering Committee for a study on women in engineering, coordinated by Women in Leadership, a non-profit organization. The goal of the study was to develop strategies to help employers increase the representation of women in engineering and to better understand barriers for immigrant and Aboriginal women in engineering. Women from WiN were involved in some of the consultations and the information session on the findings. Released in February 2008, the final report – Women in Engineering: A Strategic Plan – was sponsored by the Canadian and Ontario governments, as well as OPG.

In 2008, OPG was recognized as one of Canada's Top 100 Employers. Part of the reason for its success in gaining this recognition was OPG's commitment to diversity. A key aspect of its commitment to diversity is reflected in its efforts to help employees achieve work-life balance. For employees in general, but for women in particular, the importance of having family-friendly workplaces has grown. Since the mid 80s, when Ontario Hydro established its first childcare centre at what is now OPG's Head Office in Toronto, OPG's policies and programs – plus its collective agreements - recognize the multiple roles employees have and the need for support in terms of navigating the demands of work-life responsibilities.

On a different plane, OPG also addresses the retention of women through focusing on succession planning, mentoring and opportunities for development. The Durham chapter of WiN, supported by OPG, with resources and funding, provides women at OPG's nuclear plants with important networking and education opportunities to obtain information and

advice that will help them in their careers. OPG also currently co-sponsors the secondment of a full-time Executive Director for WiN-Canada. Information sessions for clerical women have been offered at OPG through the International Association of Administrative Professionals. As well, a new mentoring program – aimed at developing women into leadership roles – is about to be piloted for female employees in the Greater Toronto Area.

On a broader scale, OPG links its commitment to the removal of barriers for women to social responsibility and support offered externally through our Corporate Citizenship Program and other employee-led initiatives. The annual White Ribbon Campaign to end violence against women is supported across the company, and many sites provide help to local women shelters or agencies dedicated to assisting disadvantaged women find employment.

In 2008, OPG will be rolling out its newly revised policy on Diversity and Human Rights, recently approved by the President. The policy was the product of an extensive governance review that will result in a strengthened understanding of OPG's commitment to have inclusive, respectful workplaces and a workforce that is representative of the communities it serves. (May 2008)

Conclusion

In order for the nuclear industry to be competitive in today's global market, it must attract, retain and maximize the best and most diverse talent across all backgrounds and gender. The industry cannot afford to underutilize any segment of the talent pool, especially through a growth period, with a large number of the workforce headed for retirement. Building on the strategies already in place in the industry and introducing strategies to remove stereotypic bias in hiring, evaluation and promotion practices, will provide a level playing field in a male-dominated industry. This level playing field will provide more opportunities for the advancement of talented women already in the industry and provide mentors in the top tiers of management to act as role models to further entice young women to join the industry. These measures will provide the nuclear industry with a firm foundation for growth and prosperity.

Attached as “Appendix A” is the data collected at the Catalyst Canada workshop, Women in Business – Myths and Realities - presented as part of the WiN-Canada 5th Annual Conference, February 27, 2008, in Ottawa, Ontario.

End of Paper.

May 2008

Acknowledgements

This report is the result of the workshop facilitated by Deborah Gillis, Vice-President, Catalyst Canada at the 5th Annual WiN-Canada conference held in Ottawa, Ontario in February of 2008. Deborah provided leadership by addressing the issues faced by women in business, and also led discussions on the issues women face in the nuclear industry.

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Barb Keenan, Vice President, Nuclear Human Resources & Employee Safety, Ontario Power Generation.

Appendix “A”

Additional data collected from the conference participants at the Catalyst Canada workshop, Women in Business – Myths and Realities - presented as part of the WiN-Canada 5th Annual Conference, February 27, 2008, in Ottawa, Ontario.

Perceived industry myths and issues identified by the conference participants:

1. High risk from a health and safety perspective. Perceived as dirty and dangerous.
2. The work is too physically difficult for women to perform.
3. Very high level of education and expertise required to enter industry. Many jobs are trades and technical positions.

These same issues were identified in the gender based research conducted by Bruce Power in 2004, where 79 percent women opinion leaders ranked their knowledge of nuclear as five or lower on a scale of one to 10. When participants of the survey were asked “What’s the first thing that pops into your head when you hear “nuclear”?, the responses included bombs, Chernobyl, Three Mile Island, barren wasteland, accident, dangerous, death, environmental contamination - focusing on their two key issues: safety and the environment.²⁵

Recommendation by conference participants for moving the industry forward in education and recruitment of women (with a focus on engineering and the trades) after a discussion on internal and external myths:

1. Design programs for education of future employees (i.e., - start early to promote engineering, trades and science careers). Design programs specific to elementary, high school, trade schools and universities.
2. Deliver presentations for girls’ clubs, teacher conferences, parent awareness (school council meetings), career development classes and co-op programs to help promote industry and promote involvement.
3. Sponsor events like the robotics fairs and have a female presence at events to act as mentors to young girls and women.

²⁵ Bruce Power Perception Audit on the diversity of women’s opinions from across the Province of Ontario, conducted in 2004 by the Thomas Yaccato Group.

4. Focus on specific programs for girls (i.e., - Promote science through out of school programs like girls' science clubs).
5. Provide input into science curriculum.
6. Provide diverse role models from industry to speak to potential employees.
7. Teach nuclear terminology to students to interest them in the industry and encourage better understanding of the careers available in the industry.
8. Allow employees to be your best ambassadors – educate them all on the issues of nuclear science.
9. Encourage co-op programs within the industry, including work shadowing to show the “clean” side of industry.
10. Sell the benefits of employment in the industry when out promoting and recruiting, including future income and success by sending “real” employees out to take to potential employees – not Human Resources.
11. Educate public to debunk the myths around nuclear and the industry.
12. Ensure all programs are sustainable over time.
13. Pitch to media that nuclear industry as a growth industry, which is a success story in times when manufacturing jobs are being lost in Canada.
14. Use internet to target women and garner support.
15. Enhance scholarship programs and provide specific programs for female students.
16. Mobilize an industry brand for recruitment. Work together to promote the opportunities across diverse companies.

Recommendation by conference participants for moving the industry forward in advancement and retention of women:

1. Invest in female employees - Leadership education and personal development opportunities for women.
2. Educate senior leadership to debunk the myths of women's advancement in the workplace.
3. Deliver better orientation programs for new employees.
4. Share career opportunities more widely.
5. Share career success stories.

6. Work towards a diverse slate of employees, from diverse backgrounds and experience.
7. Acknowledge that Generation X/Y employees have higher expectations.
8. Stop the assumption that management knows what is wanted by employees and that all women are in administrative roles.

Mentorship:

9. Broaden the definition of mentorship to involve every employee at every level.
10. Ensure all employees should have the right to mentor and be mentored.
11. Value and reward mentor program.
12. Create opportunities for diversified mentorships i.e., - women mentoring men and vice-versa, shop-floor mentoring executives, etc.
13. Provide a choice of mentors to individuals to ensure there is the right match for the mentorship to be successful.

Many of these same comments came through in the May 2006 WiN-Canada survey on attraction and retention of women in the nuclear industry. The three most desired factors women considered important to job satisfaction were:

- a) Safety;
- b) Enjoying work; and
- c) Equal opportunities.²⁶

Areas identified for improvement included better mentoring opportunities, higher focus on the recruitment of women and the development of clear key messages to make nuclear desirable to diverse candidates.

²⁶ WiN-Canada 2006 Survey - Attraction & retention of women in Canada's nuclear industry

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