

CASE

Supporting Women by Engaging Men

Suncor and Catalyst's MARC program

STUDIES

Data on the demographic composition of workers in environmental careers shows that women and immigrants are underrepresented compared to the overall Canadian labour force. This underrepresentation is much higher when considering industries such as mining and quarrying and construction.

With 30 per cent of the workforce expected to retire in the next 10 years, developing a pool of diverse and qualified talent is crucial for the sustainability of environmental careers. The increasing demand for environmental workers is compounding this labour shortage.

To cope with this demand, organizations must look to strengthen their ability to attract, recruit and retain workers through numerous initiatives including engaging and supporting diverse workforces.

The following case study shows an example of how organizations are driving change to support diverse workplaces.

Male Allies are Important in Advancing DEI

Women comprise nearly 24 per cent of Suncor's workforce which is higher than the average for the mining industry (15 per cent) but still significantly lower than the representation of women in the Canadian labour force (47 per cent).^{1,2,3} Given the significant underrepresentation of women in the mining sector⁴, focusing on engaging men by enhancing their understanding of root causes for gender inequity and related intersectional issues is an important step toward creating more inclusive workplaces.

A growing body of research suggests that organizations with women in leadership positions are more effective, more successful, and even more profitable.^{5,6,7} Engaging men in gender-diversity initiatives is crucial for building the necessary workplace culture that embraces diversity and ensures long-term success. When men are actively involved, organizations are more successful in advancing diversity, equity and inclusion initiatives compared to those who do not engage men (96% vs. 30%)⁸.



Men Advocating Real Change (MARC)

MARC is a Catalyst initiative that inspires men to leverage their unique opportunity and responsibility to be advocates for equity. Their research-based, experiential learning disrupts traditional DEI approaches to enhance gender partnership and accelerate the creation of inclusive workplaces.

Piloting the MARC program at Suncor

In mid 2022, Suncor began a pilot program using the MARC Dialogue Teams initiative in collaboration with Catalyst, a non-profit organization focused on building workplaces that work for women. While the project is currently underway, preliminary feedback is encouraging. The program focuses on building inclusive behaviours and enhancing workplace culture through all levels of the organization.

By engaging men as advocates for change, Suncor hopes to increase the attraction, recruitment, and retention of women to their workforce by reducing some of the barriers that women in male-dominated industries face.

Suncor is a globally competitive integrated energy company with a global team of over 13,000 people.

1. "Report on Sustainability 2021."
2. Mining Industry Human Resources Council, "The Changing Nature of Work."
3. Government of Canada, "Labour Force Characteristics by Industry, Annual."
4. Mining Industry Human Resources Council, "The Changing Nature of Work."
5. Noland, Moran, and Kotschwar, "Is Gender Diversity Profitable?"
6. Fine, Sojo, and Lawford-Smith, "Why Does Workplace Gender Diversity Matter?"
7. Discovery, "Why Workplace Diversity Is So Important, And Why It's So Hard To Achieve."
8. "Five Ways Men Can Improve Gender Diversity at Work."



Women Reclaiming Leadership

