

# Advancing Women's Leadership

Dragons Manjit Minhas and Michele Romanow share advice for young women looking to advance their careers on page 4.



## Changing the Narrative: A New Approach to Achieving Gender Equality

If you're asked to think of a leader, the first person that comes to mind is most likely a man. It's not a surprise, given that men dominate the upper ranks in everything from business to politics — but this default setting is a bigger problem than most of us realize.

The decisions we make and the actions we take are all informed by our subconscious beliefs, so if the narrative in our head is that men are leaders and women aren't, we'll be

more likely to hire men, sponsor them, and promote them up the ladder. Studies show that we even evaluate the same behaviours differently depending on gender, from showing ambition to delivering critical feedback. We react negatively when women don't "act like women" — and we have a very narrow idea of what that means.

It's often referred to as unconscious bias, and despite the wide availability of training to correct it, most research shows you can't change a person's limiting beliefs by pointing them out.



**Stephanie Varalli**  
Co-CEO,  
Women of Influence

The most promising solution is to combat these biases in the same way they're formed: by using stories to redefine what women are capable of.

Yes, there are fewer women leaders, but the number isn't zero. There are plenty of women superstars in every field — their stories just aren't shared as often. And when they are, many are being told in a way that is reinforcing gender stereotypes, rather than breaking them down. Imagine how the landscape would change if we started to change the narrative. ●

## Women in the Skilled Trades Propel Their Careers Forward with Worley

*From building new facilities to sustaining and enhancing these operating assets, women in the skilled trades play an important role throughout the full life-cycle of project delivery. Here's how Worley is creating opportunities for women to advance their careers through trades.*

The work of skilled tradespeople touches nearly every part of our daily lives, from the literal foundations of our homes to the power lines that connect them. Pursuing a skilled trade like heavy equipment operation, welding, or plumbing isn't just a meaningful way to participate in society — it's a lucrative path that offers apprentices the ability to "earn while they learn" and to secure financial stability early in their careers.

It's also an increasingly diverse sector. More women are entering the workforce today than ever before, and as they rise through the ranks and occupy senior positions, the tired narrative around skilled trades as a traditionally male field is starting to change.

"When we look at professional services, a lot of people think about doctors, lawyers, accountants, and other people in industries that require buildings, hospitals, and plants to work. Sometimes, we forget that it's the men and women in skilled trades who have actually built these facilities," says Stephen Hillier, President of Integrated Solutions at Worley, a leading global provider of professional project and asset services in the energy, chemicals, and resources sectors.

### A labour shortage threatens the sector — but there's an upside

Hillier, like many other trade professionals, is concerned with what's gearing up to be a severe labour shortage. Older skilled tradespeople are retiring in spades, and there aren't enough workers to fill the gap. The upshot? The shortage spells major opportunities for young people.

"We're starting to reach a crisis in that there's a shortage of technicians, which means there's a huge opportunity in the trades for men

and women," says Hillier. "And they're lucrative careers, with really good money early on."

The labour shortage is so prevalent that it's becoming common knowledge, but here's a lesser-known fact: opportunities in the sector extend far beyond the trades themselves. "Although some people stay in the trades throughout their entire careers, there are so many peripheral jobs associated with the trades. So not only would you be able to go from the trades to supervision and operations, but project controls, quality, data analytics, and so on are also coming to the forefront," says Hillier.

### Climbing the ranks as a woman in the trades

The sector is still male-dominated, but that's starting to change. Take Kelly Droop, Worley's Vice President of Global Tools, Equipment, and Fleet. Droop, who has been with Worley for 30 years, credits part of her success to the company's support of female employees. She started out as a personal assistant to an executive in what was supposed to be a 90-day temp job and got her first promotion 10 days later. Now, she's leading major company asset deployment for projects all over the world.

"Being a woman in the skilled trades used to make me an oddball, and I'd often be the only woman in the room. Sometimes, I'd get mistaken for the wife of one of my employees at heavy equipment conferences," she says.

"But things are different now. I don't get asked questions like, 'Do you think you can handle this kind of work?' anymore. There are a lot more female executives in the energy industry now than when I started, and many of our customers' companies are also led by women."

Worley expanded its global reach through the acquisition of Jacobs' Energy, Chemicals and Resources division last year, which Droop says has created even more opportunities for women (and men) to enter the sector. "Unlike many acquisitions, where companies immediately start cutting overlap, this one has been remarkably cohesive and collaborative. We're expanding into new work we couldn't have done before, which is exciting," she says. ●

Veronica Stephenson



**Stephen Hillier**  
President,  
Integrated Solutions,  
Worley



**Kelly Droop**  
Vice President,  
Global Tools, Equipment  
& Fleet, Worley

Learn about career opportunities at Worley by visiting [worley.com/careers](http://worley.com/careers).

About Worley: Worley delivers projects, provides expertise in engineering, procurement and construction and offers a wide range of consulting and advisory services. We cover the full life-cycle, from creating new assets to sustaining and enhancing operating assets, in the hydrocarbons, mining, mineral, metals, chemicals, power and infrastructure sectors. Our resources and energy are focused on responding to and meeting the needs of our customers over the long term and thereby creating value for our shareholders.



# For Women in Engineering, Rewarding Careers Await

*Engineers are playing an increasingly important role in society, but with gender biases alive and well, there's a wealth of female talent that's going untapped. Three female engineers weigh in on how to change this picture.*

The work done by engineers touches many aspects of modern life. From biochemical engineers who develop pharmaceuticals to civil engineers who design our subways and high-rises, there are few career paths with as much potential for impact.

Like many STEM fields, however, engineering still lacks female representation. Female enrollment in undergraduate engineering programs hovers around 20 percent. The numbers have been gradually improving for years, but it's clear that when it comes to gender parity in the field, there's work to be done.

As the world ventures further into the digital revolution, the risk that women will be left out of the picture is especially high. Further, since engineering is a lucrative career path — experienced workers in Canada can make more than \$100,000 a year — the problem threatens to worsen the existing gender pay gap.

## Why parents should do more than just recommend STEM

Rashmi Prakash, a biomedical engineering master's student who graduated from UBC with a degree in electrical engineering, says she's had a lot of support through her career, but still runs up against gender bias. A bus driver once remarked, upon seeing her carrying a toolbox for electrical work, that she had an unusual-looking makeup case.

That's the type of ignorance and stereotyping young women are up against. It's also why parents and industry leaders should play an active role in encouraging girls to pursue STEM education and careers.

Fortunately, Prakash always had an aptitude for building things and figuring out how they work. "My dad was an electrical engineer, and he never told me I couldn't do something because I'm a girl — instead it was always, 'Rashmi, come help me fix the basement, come help

me solder this,'" she says. Today, Prakash is developing a minimally-invasive tool that safely tracks fetal movement.

## What parents and industry leaders can do

"Everyone likes to talk about their jobs. Parents of young girls should reach out to people in the industry to try and connect their child to someone in the profession," says Kelsie Priest, a structural engineer and advocate for women in engineering. Priest also recommends reaching out to women in engineering groups, like Women in Consulting Engineering (WCE), of which she is co-chair. "With support from these groups, I have the tools and confidence I need to aspire to leadership roles within my profession" she says.

Paige Ngo, a scholarship-winning engineering student in her final year at UBC, echoes the importance of networking or creating experiences for exposure. "Reach out to friends and family and arrange a coffee date with an engineer," she says. "Growing up, I didn't even know what engineers did or realize how many problems they solve. Engineering is an enormously fulfilling, creative career path, and girls who think they might have an aptitude for it should keep that in mind."

Opportunities for women in engineering abound, but parents must take concrete steps to connect their daughters with role models, expose them to engineering experiences in high school and encourage them to explore options they may not have considered. ●

Veronica Stephenson

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Top: Rashmi Prakash, UBC Master of Engineering student  
Bottom: Kelsie Priest, UBC Civil Engineering Alumna

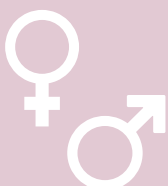


## Women in Engineering: A Look At The Numbers

Statistically, girls perform

**equally**

to boys in math and science in high school



Only

**5%**

of 15-year-old girls expect to work in engineering compared to

**12%**

of boys



Women make up only

**13%**

of civil, mechanical, electrical, and chemical engineers in Canada



Women in STEM jobs earn

**35%**

more than women in non-STEM jobs,

**40%**

more than men in non-STEM jobs



Among STEM graduates, those with engineering degrees earned the most, averaging

**\$76,500**

per year





# The Powerful Impact of Leading by Example

*The stigma around women in leadership has decreased, but there's still much to be done toward achieving gender parity. Below, four leading women share their experiences and career advice for young women.*

To read the full articles, visit [innovatingcanada.ca](http://innovatingcanada.ca)

## A Dragon's Guide on the Path to Success



**Manjit Minhas**  
CBC's Dragons' Den



**Michele Romanow**  
CBC's Dragons' Den

**Mediaplanet** *Why do you think it's important for women to take charge of their careers?*

**Manjit Minhas** Take charge of your career advancement. You need to own your career; it's not the responsibility of your employer or your boss. Having a conversation with your boss about your career aspirations may not be at the top of your list of things to do, but it should be. Too often, we don't give our boss a chance to help. Plan your conversation in advance and position it as a discussion, not an ultimatum.

**Michele Romanow** Successful people do what unsuccessful people aren't willing to do. You are your best career

accelerator. You're the only one who can find your superpower combination of what you're good at, what the world needs, and what people will pay for. Finding your superpower allows you to find opportunities where you'll thrive.

**MP** *What advice would you give to young women who lack confidence in themselves?*

**MM** You, and only you, can make new things happen in your life. If you wait for serendipity to provide you with good fortune, or with increased confidence, you'll be waiting a long time. The best way is to experience with life — try new experiences, find

a couple new friends and / or try a new hobby. Testing your abilities at new endeavours is a wonderful way to learn that you can rely on yourself.

**MR** Don't wait until someone gives you permission or a green light. If I'd waited until I was "ready" or had the qualifications the experts said I'd need, I wouldn't have been able to launch five startups or build a global fintech company. It's terrifying to take a leap before you have all the answers, but I've learned it's the only way to grow. Remember, the most successful people also fail the most — it's how you learn. ●

## Empowering Women in the Bioeconomy



**Cathy Miner**  
Managing Partner,  
Shadow Lake Group

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My journey in business began when I graduated from Queen's University in 1986. At the time, I was naively unaware of the gender-based challenges that I would be faced with — many of which persist today. Over the years these challenges fuelled frustration, despite my fondness for working alongside male colleagues and the fact that the majority of my mentors have been men.

I view the gender gap and associated barriers as a complicated issue that necessitates time, education, persistence, and strong role models for progress. Hindering this progress are several key issues:

1. A lack of respect and value for traditional feminine skills, approaches, and perspectives which are different from traditional masculine ones.
2. Women's perpetuation of agreeing to more subservient roles and acceptance of being treated as less valuable.
3. Men not understanding what it's like to be discriminated against and the deep negative impact it has on personal confidence.
4. Discomfort from both genders preventing the exhibition of traditionally masculine traits or assumption of positions of power by women.
5. Inequity of sharing childbearing and household tasks for working mothers.
6. A continued lack of female role models in senior and non-traditional positions.

Where I've landed on how to best contribute to change is to lead by example — to work and conduct myself as if those barriers don't exist. The best way to prove oneself and get respect is through results. As an entrepreneur, I've built three successful companies and I'm not done challenging myself and my amazing Shadow Lake Group team. ●

## Why Women Entrepreneurs Need to Create their Own Success



**Laurie Clark**  
Founder & Principal,  
Cancheck Corporation  
Founder & CEO,  
SmartUp Institute Inc.  
and SmartDirect  
Compliance System

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**Mediaplanet** *What issue in the women's empowerment movement resonates with you the most?*

**Laurie Clark** It's difficult to find just one. From corporate boardrooms, to private industry, to political leadership and in the courts, there's a lack of women in senior management, which directly impacts progress on pay equity and discrimination issues. I'm used to battling the glass ceiling from the vantage point below it. I recently obtained my corporate director international designation, and am now making it a priority to find board positions to break down the barriers that still exist from above it, so others may find it easier to follow in my path.

**MP** *What led you down the path of entrepreneurship, and how did you find success?*

**LC** Being an entrepreneur is a rare breed. Many have tried to nail down what makes us start our own businesses. I wanted a flexible schedule so I could raise my family, and I wanted to prove myself to everyone who told me to conform to societal expectations or told me that it couldn't be done. I'm proud to be the type of leader who gets up every single day with one clear task: I've created an environment where my associates can be their most successful selves. That's the job of a true leader, and if you do that, you create success for you and those around you.

**MP** *What advice would you give to young women who are considering starting a business?*

**LC** Starting your own business is hard, even when you've had some measure of success. If it were easy there'd be more people doing it — male or female. I'd say: "Seek out women-friendly supporters. Research the competitive landscape of your business idea. Put together a business plan, do the financial forecasts, figure out the pricing model, conduct your due diligence." Cancheck recently went through this exercise as we undertook to fund a joint venture to create a new technology solution. Do your critical research, and, most of all, believe you can do this. ●

Jacqueline Ottmann was appointed the University of Saskatchewan's first Vice-Provost, Indigenous Engagement in 2017.

## Let Us Lead With Respect: *manacihitowin*



**W**hen University of Saskatchewan (USask) alumna Jacqueline Ottmann was appointed as USask's first Vice-Provost of Indigenous Engagement in 2017, she couldn't wait to get started.

"I feel that this position sends a message to Indigenous communities — not only within Saskatchewan but across the nation and indeed internationally," says Ottmann, who is Anishinaabe (Saulteaux) and a member of Saskatchewan's Fishing Lake First Nation. "Indigenization is a priority for USask. We're responsive to the Truth and Reconciliation Commission of Canada's Calls to Action and are being respectful of the United Nations' Declaration on the Rights of Indigenous Peoples."

But even more important, Ottmann emphasizes, are the new dreams and aspirations that she hopes seeing someone like her in a position of such prominence might ignite in Indigenous youth.

"It opens the door, in essence, for Indigenous students to aspire to these positions," she says. "If we have Indigenous students aspiring to these positions, then again, I think we're working toward a stronger university and society in general. What's good for Indigenous people is good for all people."

Her aspirations for USask are becoming a reality with the implementation of USask's plan to shape the institution through to the year 2025.

Ottmann and her team are supporting the key pillar of Indigenization that has been woven throughout the entire new strategic plan

unveiled in October 2018 to be the University the World Needs. It was that level of commitment in the new university plan — gifted by Elders the Indigenous names *nikānitān manāchitowinihk* (Cree) and *ni manachihitoonaan* (Michif) for "Let us lead with respect" — that helps drive Ottmann's passion to support students and move the university forward.

"I was very excited about the university plan from the outset," says Ottmann. "What I was witnessing and being engaged in was something that I'd been looking forward to experiencing at some point in my career. I've explored and helped develop Indigenous strategies and university plans for the last 13 years and I think the difference here is that concepts of Indigenization, reconciliation, and decolonization are weaved throughout the document, and Indigenous languages (Cree and Michif) frame the strategy. The University Plan 2025 is a foundational document, which is noteworthy. It's not a separate Indigenous strategy. Indigenous concepts and languages are embedded right into our backbone document."

The plan has built on the foundation of USask's commitment to Indigenization and reconciliation. USask hosted the first national

forum in 2015 in response to the Truth and Reconciliation Commission of Canada's final report. That forum — Building Reconciliation: Universities Answering the TRC's Calls to Action — was the first of what has become an annual gathering for Canadian university leadership teams working together with First Nations and Métis leaders, Indigenous scholars, and student leaders.

"The Truth and Reconciliation Commission's 94 Calls to Action have sparked change for universities across the nation and some are related to education," says Ottmann. "A goal within the university plan is 'embracing *manacihitowin* or *manachihitoonaan*.' This goal invites us to develop respectful, reciprocal relationships, so we can work together to renew our educational landscapes."

Ottmann says the university has an opportunity and an obligation to learn and respectfully share Indigenous stories and histories to develop deeper understandings of concepts like *manacihitowin*.

"Indigenous stories, teachings, and songs will inspire and strengthen our campus community and people beyond our boundaries," she says. "Indigenization has to be felt within the entire fabric of the university, from procurement to teaching, learning, and research, and experienced by our students, staff, and faculty. Each day, we all need to consider how decolonization, reconciliation, and Indigenization will unfold in our spaces, interactions, and work." ●



Jacqueline Ottmann, shown here in her traditional regalia, earned a PhD in educational administration from the USask College of Education.

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# One Year Down The Road, The Scotiabank Women Initiative Is Just Getting Started

Lisa Grogan, Co-Chief Executive Officer of Overlap Associates, a design consultancy firm, attended Scotiabank's Un-Mentorship Boot Camp™ in Waterloo, ON last year. Grogan credits Overlap's success to its focus on its vision and culture — a focus the Boot Camp helped cement.

## The three pillars: access to capital, mentorship, and education

The Un-Mentorship Boot Camp — one of many Scotiabank has run across Canada over the past year — is part of The Scotiabank Women Initiative™. The program, designed to support Canadian women-owned, women-led businesses, celebrated its one-year anniversary and expanded to its capital markets business, Global Banking and Markets, on December 5, 2019. The Initiative is about much more than funding women entrepreneurs. Alongside access to capital, its three pillars include mentorship and education.

"I'm very proud of what we've been able to do to support women entrepreneurs over the past year," says Gillian Riley, President and CEO of Tangerine Bank and Executive Sponsor of The Scotiabank Women Initiative. "We focus on providing

mentorship and education alongside funding to propel women through the process of starting, building, and growing their businesses."

## A commitment to equality

Scotiabank's commitment to strengthening equality for women is having an impact on women like Grogan and on Canada's economy.

"It takes time and energy to nurture professional networks," says Grogan. "At the Boot Camp, not only did I connect with people from the bank who were excited about my business, but I connected and reconnected with so many other women. It really offers a whole new channel for me to tap into resources like mentorship, financial education, and capital when we need it."

In fostering collaboration and support between women in business, institutions like Scotiabank are leading the way in making meaningful commitments to women's equality. ●

*Veronica Stephenson*

**We focus on providing mentorship and education alongside funding to propel women through the process of starting, building, and growing their businesses.**



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**THE TIME  
IS NOW**

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