



**CAHRC-CCRHA**

Canadian Agricultural Human Resource Council  
Conseil canadien pour les ressources humaines  
en agriculture



# From the Field to the Boardroom: Women Driving Change in Canadian Agriculture



**National Women in Agriculture and  
Agri-Food Network Project:**  
Survey Analysis

**Presented to the**  
Canadian Agricultural Human  
Resource Council

**March 2025**  
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# National Women in Agriculture





## Canada's Agri-Food Sector is Vital

Canada's agriculture and agri-food system employs 2.1 million people and accounts for one in nine jobs in Canada.<sup>1</sup> The agriculture and agri-food system includes primary agriculture, food and beverage manufacturing, input and service suppliers, food distribution, retail, wholesale, and foodservice industries. This sector is an important source of economic activity and contributes \$150 billion, or 7%, of Canada's annual Gross Domestic Product (GDP).<sup>2</sup>

Agriculture has played an important part in Canada's economy since the country's founding. Primary agriculture production, activities that take place within a farm, nursery or greenhouse, continue to expand. In 2022, agriculture producers recorded \$93 billion in farm market receipts, an all-time high. Employing more than 350,000 people,<sup>3</sup> Canada's primary agriculture sector plays a significant role in feeding both Canadians and the world; it is a major global producer of many agricultural products, and it is the fifth largest exporter of agricultural products in the world.

## Workforce Challenges Are Here

However, Canada's agriculture sector faces significant workforce challenges that puts its growth potential at risk. Labour and skills shortages are particularly acute for employers in agriculture. Employers experiencing labour shortages in agriculture reported on average a 3.7% decline in sales in 2022, which, when applied to total sales in agriculture, resulted in an estimated \$3.5 billion loss in total sales.<sup>4</sup>

Persistent labour and skills shortages are forecasted to increase. By 2030, Canadian farm businesses are expected to face a domestic worker shortage

of 101,000 people.<sup>5</sup> Solving the current and future structural shortage of Canadian workers and decreasing unfilled vacancies will not be easy. It is essential that plans are in place now to ensure there are enough people with the right skills, including leadership skills, to ensure that the agriculture sector continues to grow. This project examined the role of women in leadership roles in the agriculture sector to understand how best to work towards increasing human capital of the agriculture industry.

## Women in Agriculture: Integral to the Agriculture Industry

Historically, women have played an integral role in agriculture in Canada. Over decades, they have made essential contributions to the industry by working on farms as farm owners, employees and unpaid family members, in services supporting on-farm activities, and in agri-business. These contributions include a wide variety of activities important to ensuring the smooth running of farming operations, and support services. However, the contribution of women in primary agriculture has historically been unquantified, and therefore undervalued,<sup>6</sup> and there continues to be a lack of information about women's contributions in the wider agriculture industry.

The agriculture industry has transformed during recent years to become highly productive and technologically advanced. The contribution of women has also increased and changed. More women are taking leadership and executive roles in agriculture businesses and in industry associations. However, there is more to be done. In primary agriculture alone, Farm Credit Canada (FCC) estimates that almost 88,000 additional female operators will be needed to achieve gender parity by 2026, 66,000 of whom are already farming but are not recognized as operators, as well as 22,000 new entrants to the sector.<sup>7</sup>

1 Overview of Canada's Agriculture and Agri-food system. <https://agriculture.canada.ca/en/sector/overview>. Accessed February 10, 2025.

2 Ibid.

3 The agriculture sector includes crop production (NAICS 111), Animal production (NAICS (112), support services (NASICS 1151 & 1152) and agriculture wholesale industries (NAICS 4111 & 4183).

4 Canadian Agricultural Human Resource Council. Sowing the Seeds of Change. 2024.

5 Ibid.

6 Farm Management Canada. Expanding Opportunities for Canadian Agriculture by Understanding the Experience of Farm Women. 2023.

7 Lipka, B. and Kwarteng, I. Breaking Barriers: Women in Canadian Agriculture. Farm Credit Canada. <https://www.fcc-fac.ca/en/knowledge/women-in-canadian-agriculture>. Accessed March 9, 2025.

Increasing participation of women in agriculture at all levels is good for business. If female farm operators were to achieve revenue equity, reaching revenues comparable to male operators, an additional \$5 billion dollars would be added to the agriculture sector's contribution to Canada's GDP.<sup>8</sup> As the agriculture industry faces increasing workforce challenges, it is essential that the women in the agriculture industry continue to take on executive and leadership roles to ensure that the agriculture industry is able to take advantage of opportunities, and increase productivity into the future.

The 30% Club<sup>9</sup> is a business-led campaign to boost female representation at the board and C-suite levels in the world's largest companies and is now active in 20 countries across the globe. The initiative has been adopted by more than 1000 companies in 20 countries to commit to at least 30% female representation at the board and executive level as this is the critical mass at which voices become heard. In Canada, the 50-30 Challenge<sup>10</sup> is a collaborative initiative between the Government of Canada, businesses and diversity organizations to challenge Canadian organizations to increase the inclusion of diverse groups. The Canadian Agricultural Human Resource Council (CAHRC) supports the Canada's 50-30 Challenge and is working to support agricultural businesses in their efforts to increase diversity and inclusion in their workplaces.

## National Women in Agriculture and Agri-Food Network Project

The National Women in Agriculture and Agri-Food Network project is committed to fostering the advancement of women in agriculture by addressing critical barriers and creating opportunities for leadership development. The overarching goal of the project is to support and promote women's leadership in Canada's agriculture sector and ensure that women hold at least 30% of industry leadership positions by 2030.

This project will measure the progress of women in leadership and executive positions in agriculture since CAHRC's foundational Supporting the Advancement of Women in Agriculture (SAWA) research findings were released in 2015. The objectives of the SAWA project, funded by the Status of Women Canada in 2015-2016, were to examine and address critical barriers to advancement facing women in the industry, as well as develop and implement a strategic program to support improved access to leadership opportunities. Ultimately, the intended goal was to strengthen business success for women working in agriculture. The research identified critical barriers to advancement of women in the industry at the time and proposed recommendations for next steps to address those barriers.

The National Women in Agriculture and Agri-Food Network project seeks to update the portrait of women in the agriculture sector by comparing the results of the 2015 SAWA survey with an updated survey in 2025. In this way, we will obtain a clear picture of the current barriers to leadership development for women in the agriculture sector.

To that end, the CAHRC has undertaken an environmental scan of recent literature to understand the current situation of women in leadership and executive roles in the agriculture industry.

## The Current Situation - Women's Contribution to Agriculture

Women are increasingly working in all aspects of the agriculture industry. Statistics Canada reports that 31% of the on-farm agriculture workforce, including farm operators and employees, was female.<sup>11</sup> As well, women are increasingly working in supervisory and technical occupations in the sector. The number of female supervisor and workers in technical occupations in natural resources, agriculture and

<sup>8</sup> Ibid.

<sup>9</sup> <https://30percentclub.org>

<sup>10</sup> [https://ised-isde.canada.ca/site/ised/en/50-30-challenge-your-diversity-advantage#About\\_the\\_50/30](https://ised-isde.canada.ca/site/ised/en/50-30-challenge-your-diversity-advantage#About_the_50/30)

<sup>11</sup> Statistics Canada. **Table 14-10-0023-01. Labour Force characteristics by industry, annual.** \*Agriculture does not include wholesale industries.

related occupations increased by 19.4% from 2017 to 2021.<sup>12</sup>

The number female farm operators increased, from 77,970 in 2016 to 79,795 in 2021.<sup>13</sup> This increase in female farm operators is striking, as there was a decline in male farm operators during the same period. In 2021, 30.4% of farm operators were female compared to 28.7 per cent in 2016.<sup>14</sup> In fact, the proportion of female farm operators has trended upwards over the past seven census periods and is expected to reach 31.1% by 2026.<sup>15</sup>

Women are increasingly operating farms on their own. The increase in female farm operators is entirely due to the increase in female one-operator farms. About one in seven one-operator farms in Canada are now owned and managed by women, an increase from previous census periods. Female farm operators have traditionally tended to own smaller operations and have lower farm incomes.<sup>16</sup> However, women are now increasingly managing larger farm operations. In 2021, the largest increase in female-operated farms were in operations with revenues greater than \$2,000,000. Female operators in this revenue category increased from 1,385 to 2,580 farms, an 86.3% increase since 2016. Unfortunately, there is little data on the gender breakdown of business ownership in the larger agriculture industry.

The current research project focuses on women in leadership and management roles in agriculture, including primary agriculture and agri-business. The SAWA project revealed that, in prior years, the proportion of women in leadership roles in the agriculture industry did not reflect the share of women working in the industry. In the SAWA project, leadership positions were defined as senior positions in employment (e.g. farm ownership, CEO, corporate executive management positions) or via involvement in agriculture industry associations.

## The Current Situation - Women in Agricultural Leadership

Historically, women have organized themselves to work together to have their voices heard in the agricultural industry. More recently, a number of women in agriculture initiatives and groups have formed to support women in the agriculture industry in a variety of ways. Many new initiatives have been developed in the past ten years. Some are local, regional or industry-based activities and other initiatives are industry-wide and national in scope.

### Women in Agriculture Initiatives

**AgriMentor Program<sup>17</sup>:** A six-month mentorship program offers women farmers the opportunity to boost their chances of success with guidance from a mentor with experience in business. The AgriMentor program was developed in collaboration by the Agricultrices du Québec and Union des cultivateurs franco-ontariens (UCFO).

**Influential Women in Canadian Agriculture<sup>18</sup>:** Influential Women in Canadian Agriculture (IWCA) was established in 2020 to spotlight influential and innovative women, and share their stories, achievements, challenges and wisdom through the IWCA Summit, an event focused on valuable and candid discussions around leadership, challenges, growth and creating support for women looking to rise up in agriculture.

**AGRI Women<sup>19</sup>:** CAHRC has developed a free best-practice guide for industry association leaders, including CEOs, presidents, executive directors, and the board executive. The guide includes policy templates, checklists, and step-by-step best practices for benchmarking and improving the inclusiveness of a board of directors.

12 Statistics Canada. **Table 14-10-0335-01 Labour force characteristics by occupation, annual, 1987 to 2022, inactive.**

13 A farm operator refers to any person responsible for the management decisions in operating a farm or agricultural operation. This person is also known as an agricultural operator, farmer, operator or rancher.

14 Aclan and Chen. Female Farm Operator Numbers increase for the first time in 30 years. Statistics Canada, 2021.

15 Lipka, B. and Kwarteng, I. Breaking Barriers: Women in Canadian Agriculture. Farm Credit Canada. <https://www.fcc-fac.ca/en/knowledge/women-in-canadian-agriculture>. Accessed March 9, 2025.

16 Ibid.

17 AGRI Mentor Program. UFCO. <https://ucof.ca/agri-mentor-individual-mentoring/> accessed March 11, 2025.

18 <https://www.agwomen.ca>

19 <https://cahrc-ccrha.ca/programs/agri-diversity#section-agri-women>

**Women in Ag Awards<sup>20</sup>:** Each year, the Agricultural Financial Services Corporation (AFSC) recognizes notable women in agriculture during a gala to celebrate their achievements in the agriculture industry.

**Women in Agriculture Essential Leadership Skills Development Program<sup>21</sup>:** Developed by the Canadian Agriculture Human Resource Council (CAHRC), the program is designed to empower women working in primary agriculture and industry associations by developing core leadership skills. This 10-week interactive program offers a blended learning experience, combining online modules, live webinars, group discussions, and practical exercises to equip participants with the tools needed to lead teams effectively.

## Women in Agriculture Groups

**BC Women in Ag:** BC women in Ag hosts a Facebook group with 1600 members and actively promotes virtual and in-person networking events. BC Women in Ag works to connect, network and promote the many women involved in the agricultural industry in British Columbia.

**Alberta Women in Ag:** Alberta Women in Ag is a private Facebook group with 4000 members. It is a group designed for networking and introducing women to each other and is open to women in all types of agriculture.

**Sask Women in Ag<sup>22</sup>:** Based in Saskatchewan, Women in Ag was formed as a networking group in 2014. This group is open to women in Western Canada in all types of agriculture and organizes the 'Connect – Heart of the Farm' conference in Saskatoon in November.

**Manitoba Women in Agriculture and Food<sup>23</sup>:** Based in Manitoba, MWAf supports all women who work in the agriculture and food industry, with a strong focus on those who are under-represented.

**Ag Women's Network:** Currently hosts a Facebook group for women in agriculture in Ontario and across Canada.

**Women Farmers of Quebec<sup>24</sup>:** Quebec's women farmers' federation supports and promotes women farmers. The organization, with 570 members, works to improve the living conditions of farming families in a variety of areas and offers a range of services directly to business owners in the sector, as well as to farm organizations. The DimensionE program provides personalized support to entrepreneurial women in the agriculture and forestry sectors, including training sessions with their team and free consulting with accountants, business planners, and notaries. The DimensionE program is also available to women in Ontario.

**Maritime Ag Women's Network<sup>25</sup>:** A private Facebook group with 1,200 members for women to network, ask questions, vent some frustration, and provide support.

**Women in Agriculture Newfoundland<sup>26</sup>:** After months of in-person and virtual events to assemble and validate an action plan, the newly formed network for women in agriculture in Newfoundland and Labrador aims to provide supports and resources.

## Women in Agriculture Events

**Advancing Women in Agriculture Conference<sup>27</sup>:** More than 8000 women and men have attended AWC in the past ten years to network and build connections, develop soft skills in leadership and career building, and practice skills in multiple workshops. Two conferences are held annually, one in Calgary in March and one in Niagara Falls in October.

**Manitoba Farm Women's Conference<sup>28</sup>:** A conference in Manitoba that connects multiple generations and agricultural backgrounds through education, encouragement, and empowerment.

<sup>20</sup> <https://afsc.ca/news/the-2024-women-in-ag-award-winners/>

<sup>21</sup> [https://cahrc-ccrha.ca/micro-credentials#sb\\_women-in-agriculture-essential-leadership-skills-development-program](https://cahrc-ccrha.ca/micro-credentials#sb_women-in-agriculture-essential-leadership-skills-development-program)

<sup>22</sup> <https://www.womeninag.ca>

<sup>23</sup> <https://mwaf.ca>

<sup>24</sup> <https://agricultrices.com/en/>

<sup>25</sup> <https://www.facebook.com/groups/173017013056828/>

<sup>26</sup> <https://www.womeninagriculturenl.ca>

<sup>27</sup> <https://www.advancingwomenconference.ca>

<sup>28</sup> <https://www.mfwc.ca>

## Funding for Women in Agriculture

**Farm Credit Canada's Women Entrepreneur Program<sup>29</sup>:** FCC has dedicated \$500 million in lending, events and creating resources for women entrepreneurs to start or grow their businesses.

Efforts to involve women in leadership roles are also a priority outside of Canada. Below is a listing of agricultural leadership programs in the U.S., Australia, New Zealand and the European Union. It would be useful to investigate these international programs further to inform next steps in developing agricultural leadership programs for women in this country.

### United States

**American Agri-Women: Road to Influence Program<sup>30</sup>:** A member-only personal development and leadership experience that consists of three phases: self-reflection, working in teams and putting learning into action.

**Women's Agricultural Leadership Conference<sup>31</sup>:** An annual agricultural leadership conference for women in agriculture.

### Australia

**Diversity in Agricultural Leadership<sup>32</sup>:** This initiative is focused on preparing women in agriculture for senior leadership roles. It is tailored to suit the unique needs and schedules of each participant.

### New Zealand

**Agri-Women's Development Trust Escalator Leadership Programme<sup>33</sup>:** A 10-month, five-module program focuses on leadership, governance and personal development and has a blend of face-to-face group facilitation, personalized learning and executive coaching, with mentorship from established leaders.

## Europe

**Women in Food and Agriculture<sup>34</sup>:** The initiative consists of a mentorship program and annual conferences for women in agriculture.

## A Review of Research - Women in Agricultural Leadership

Many reports, in Canada and elsewhere, have investigated the lack of women in leadership positions in the agriculture industry. CAHRC released the SAWA report in 2015 describing the situation with women's participation in the agriculture industry in general and in leadership and executive position in particular. Since then, numerous studies have detailed the barriers to leadership positions for women in the industry.

CAHRC's SAWA research in 2015, surveyed women and men in agriculture about their perceived barriers to women advancing to leadership and executive roles in the sector. Barriers identified by survey, focus groups and interviews included:

- preconceived perception of capability by co-workers/senior management
- confidence to pursue more senior roles and career development
- few women role models at senior level
- lack of mentoring opportunities
- breaking into the 'old boys club'
- balancing career and family responsibilities
- facing double standards
- being denied the opportunity to advance

Women living in rural settings faced additional barriers such as:

- remoteness of location

<sup>29</sup> <https://www.fcc-fac.ca/en/financing/agriculture/women-entrepreneur-program>

<sup>30</sup> <https://www.americanagriwomen.org/road-to-influence>

<sup>31</sup> <https://www.womensagleadership.org/conference.html>

<sup>32</sup> <https://nff.org.au/programs/diversity-in-agriculture-leadership/>

<sup>33</sup> <https://www.awdt.org.nz/programmes/escalator/>

<sup>34</sup> <https://wfa-initiative.com>



- access to training
- managing the traditional tasks of child-rearing and supporting her husband and male farm workers
- pursuing off-farm income to help support the family<sup>35</sup>

A study of Canadian women in agriculture examined how women in the Prairie Provinces navigate how women are positioning themselves as leaders in the industry. Through interviews with 70 women, it was revealed that “opportunities for leadership position are increasing but unevenly and not without difficulty”.<sup>36</sup> In Canada, women have been under-represented in positions of leadership, including elected positions in agricultural associations, and statutory boards, and in government. However, this has been changing as more women graduate from post-secondary programs<sup>37</sup> and enter into a variety of aspects of the agriculture sector. As well, the number of women owner/operators are increasing as well.

It is important to define what is meant by supporting women in agriculture. In Braun’s research, most of the discussion about supporting women in agriculture centers around a lack of skills or a lack of confidence and potential solutions to ‘fix’ these perceived deficiencies. “Most women employed in the conventional agricultural sector assumed that when I used the term ‘women in agriculture’ it meant that I thought there should be more women working in agriculture, but more specifically that the problem was just a set of identifiable, concrete barriers (lack of technical skills; lack of confidence) to be overcome. Most popular research and discussion within conventional Canadian agriculture regarding women is primarily an examination of the barriers women face and how to overcome them”.<sup>38</sup> Identifying barriers and proposing potential solutions is part of the narrative. However, it will be important to dig more deeply to truly understand how to support women in leadership and executive roles in the industry.

A case study of the agricultural sector in Queensland,

Australia investigated barriers to women achieving leadership and executive roles.<sup>39</sup> The findings suggest that barriers can be categorized as Structural or Organizational. Structural barriers refer to a lack of self-recognition as a farmer by women themselves, work-life overload, or geographic isolation. Organizational barriers include a lack of recognition of women as capable in their jobs, a lack of professional development opportunities, and social beliefs around women being less capable as leaders.

In the U.S., women are under-represented at all levels of agricultural leadership. Yet, when women serve in leadership roles, financial performance improves, innovation and group performance increases.<sup>40</sup> An analysis of the discussions during the 2016 Southern Region Women’s Agricultural Leadership Summit found that the following three themes emerged during the conference: 1) women should formally connect with leadership mentors to strengthen their knowledge base and professional networks, 2) women should envision themselves in both traditional and non-traditional roles such as executives, board members and elected officials, and 3) women should support one another as they work to lead in the agriculture industry.

A series of interviews with women in key leadership roles in the United States revealed a number of themes.<sup>41</sup> The women interviewed indicated that the following were key influences in their career development: family support, the positive influence of their fathers, integrating work and personal lives, the value of education, a mentor or supportive networking group, a strong work ethic, a strong faith, a passion for agriculture and a recognition that a variety of leadership styles is necessary. Women who are wishing to advance their career in agriculture could consider these themes as a guide for support and advice when they face challenges or need encouragement.

Much of the recent literature on women in agricultural leadership focusses on the barriers or obstacles that women encounter when women wish to advance

35 CAHRC. 2015. <https://cahrc-ccrha.ca/resources/document/supporting-advancement-women-agriculture-needs-assessment>

36 Braun, J. Making a place at the table: Examining the influence and impact of women in agricultural leadership in the Canadian prairies. University of Alberta. 2019

37 Gilmour, G. (2014, November 14). A Woman’s Place. The Western Producer. Retrieved from <https://www.country-guide.ca/guide-business/women-in-agriculture/>

38 Braun, J. Making a place at the table: Examining the influence and impact of women in agricultural leadership in the Canadian prairies. Page 19. University of Alberta. 2019

39 Ressa, S., Strachan, G., Rogers, M., Ball, K., and MacPhail, R. Farm Businesswomen’s Aspirations for Leadership: A case study of the agricultural sector in Queensland, Australia. *Frontiers in Sustainable Food Systems*. 2022.

40 Catalyst Information Center. Why diversity matters. 2013. [https://talentfirst.net/wp-content/uploads/2023/12/Catalyst\\_-\\_Why-Diversity-Matters.pdf](https://talentfirst.net/wp-content/uploads/2023/12/Catalyst_-_Why-Diversity-Matters.pdf)

41 Brawner, S., Stephens, C., Yamagata-Lynch, L., Donaldson, J. Leadership attainment of 14 women in agriculture: A qualitative study. *Journal of Leadership, Accountability and Ethics*. Vol 17 (1) 2020

their careers and how to overcome them. However, it is useful to consider the barriers and proposed solutions within the larger context of women in the agriculture sector.

## Forces for Change - A Proposed Framework

A study of executive culture identifies reasons for the continuing exclusion of women from the executive culture and describes forces for change.<sup>42</sup> Sinclair identifies four stages in the evolution of thinking about women and their presence (or absence) in leadership and executive roles. This descriptive framework is useful in viewing the current situation of women in agricultural leadership in Canada.

The first stage is **Denial: The exclusion of women is not a business issue.** In the context of the agriculture industry, this stage dismisses the relevance of discussion about women. Women are often not considered for leadership positions.<sup>43</sup> “Women are seen as less qualified, less confident, more constrained by family obligations and lacking motivation or interest” in participating on agricultural boards by those with decision-making power to nominate or appoint candidates to leadership positions. Much of the literature describes the attitude of men as dismissive of women’s participation in leadership in the industry. At the same time, women in agriculture leadership are sensitive to the perception that they are considered ‘DEI hires’ and may not be deserving of their positions. Many Canadian women in agricultural leadership interviewed by Braun “were explicitly against what they thought feminism was and made that point abundantly clear at the outset of the interviews. There were countless references to the importance of finding ‘the right people for the job’ and not to place women in positions of power ‘just because they were women’.”<sup>44</sup>

Organizational cultures in this phase place great importance on meritocracy. Employers believe that they always pick the best person for the job. However, the issue is who has the power to determine what merit is and how it is judged.<sup>45</sup> In the context of agriculture, women may be considered unsuitable for jobs involving manual labour because they are considered ‘the weaker sex’. They may not be considered for advancement because it is assumed that home and family responsibilities will take precedence or that, by taking maternity leave, a candidate is not committed to their employment. Job seekers who do not have a farming background may be considered unsuitable because they are considered to lack the requisite knowledge. By not considering a wide pool of people for a position, the myth of meritocracy continues the ongoing tradition of ‘like hiring like’ in agricultural organizations.

The second stage in the evolution of women’s participation in organizations is **Recognition of the problem: The problem is women.** Organizations in this stage recognize that a diversity of voices at leadership levels strengthens an organization. They recognize that there is a problem of a lack of women in leadership and executive roles but ask women to adapt or change to fit into the organization. This is the stage where women reflect upon their own actions and determine how to navigate the organizational culture of their employer and the industry at large.

Much of the recent literature about women in agricultural leadership focuses on the barriers or obstacles to career advancement and potential solutions to address these barriers. These barriers often involve a lack of networking, lack of confidence, and lack of skills.

A series of interviews of key women in government, farm women’s groups, as well as surveys of women who were on agricultural boards and board chairs investigated the constraints women had encountered preventing them from achieving leadership positions in agriculture.<sup>46</sup> The agriculture organizations surveyed were found to reside in stages 1 and 2 of

<sup>42</sup> Sinclair, A. *Trials at the Top: Chief executives talk about men, women and Australian executive culture.* University of Melbourne, Australian Centre. 1994.

<sup>43</sup> *Ibid.* p 402.

<sup>44</sup> Braun, J. *Making a place at the table: Examining the influence and impact of women in agricultural leadership in the Canadian prairies.* University of Alberta. 2019.

<sup>45</sup> Burton, C. *Politics of ‘Merit’.* *Australian Teacher.* 22 (April) pp 15-18. 1989.

<sup>46</sup> Alston, A. and Wilkinson, J. *Australian Farm Women – Shut out of Fenced in? The Lack of Women in Agricultural Leadership.* *Sociologica Ruralis*, Vol 38. No.3. 1998.

Sinclair's framework. When asked about women's obstacles to achieving board representation for industry associations, board chairs indicated that the issue was with the women themselves and said that women were not sufficiently qualified, women were not putting themselves forward, lacked time to devote to the work of the board and that they lacked self-confidence.

In Canada, members of Women in Agriculture groups seek to connect with other women to provide support. Women in Agriculture Conferences promote networking. Mentorship programs work to increase leadership skills and to instill confidence. All of these activities are valuable; however they imply that the problem is within women and need to be fixed somehow – and that women will achieve leadership positions if only they worked hard enough and had enough... self-confidence, skills, and connections.

The third stage described by Sinclair is **Management by experimentation with company or industry solutions**. In this stage, businesses and associations realize that there is a problem, and solutions are focused on women. A number of commodity associations have set up leadership and mentorship programs to support women in their sector. For example, the Chicken Farmers of Ontario have undertaken a number of activities in their Women in Leadership Initiative.<sup>47</sup> The Ag Women's Network, based in Ontario, initiated a mentorship program for women in agriculture. It was very well-received for the two/three years that it operated. However this women's group and its mentorship program were discontinued as the administrative and organizational tasks became cumbersome for an entirely volunteer organization.<sup>48</sup> The AGRI Mentor program, delivered by the Union des cultivateurs franco-ontariens (UFCO) seeks to support young women farms in a one-on-one mentorship program.<sup>49</sup> As well, a number of industry associations sponsor mentorship programs, although not specifically targeted at women, do have strong female participation. CAHRC has developed resources about setting up mentorship resources

to assist employers and agriculture organizations. These guides were designed to assist organizations in company-led or organizational solutions.<sup>50</sup>

The final phase is **Leadership: Top-driven and self-focused change**. In this phase “the problem is recast not as women but the very culture itself”, and that change requires “dramatic personal change for executives”.<sup>51</sup> In corporate settings, there have been recent efforts to examine organizational culture. In 2017, Syngenta Canada hosted Catalyze to Connect, a facilitated discussion around the challenges affecting the advancement of women in agriculture. The group of key women decision makers agreed that:

*There are structural barriers that continue to limit the advancement of women in the agricultural sector. This restricts our reach for talent and capacity for innovation. We want to set an industry standard that values inclusivity and diversity to ensure that the sector reaches its full potential.*<sup>52</sup>

CAHRC has developed a series of resources as a result of its AgriDiversity program. These resources were developed to have employers and agricultural associations reflect upon their organizational culture and identify ways in which culture can be changed to become more inclusive.

And yet there is more to be done. To effect real change, the agriculture businesses and industry associations will need to examine barriers to advancement, experiment with programs and services to overcome them, and examine organizational culture.

## Research Approach

The National Women in Agriculture and Agri-Food Network project measured the progress of women in leadership and executive positions in agriculture by comparing the results of the 2015 SAWA survey

47 WattPoultry.2018. Chicken Farmers of Ontario sets sight on future women leaders. <https://www.wattagnet.com/broilers-turkeys/article/15526636/chicken-farmers-of-ontario-sets-sight-on-future-women-leaders-wattagnet>

48 Awn mentorship program receives funding from FCC. 2019. <https://www.realagriculture.com/2019/05/awn-mentorship-program-receives-funding-from-fcc/>

49 UFCO. <https://ucfo.ca/agrimentor-individual-mentoring/>

50 CAHRC. 2015. <https://cahrc-ccrha.ca/programs/agri-diversity#section-agri-women>

51 Alston, A. and Wilkinson, J. Australian Farm Women – Shut out of Fenced in? The Lack of Women in Agricultural Leadership. Sociologica Ruralis, Vol 38. No.3. 1998.

52 A Way Forward on Diversity and Inclusion in Agriculture. 2018. [https://cahrc-ccrha.ca/sites/default/files/2021-11/A\\_Way\\_Foward\\_on\\_Diversity\\_and\\_Inclusion\\_23Nov2018.pdf](https://cahrc-ccrha.ca/sites/default/files/2021-11/A_Way_Foward_on_Diversity_and_Inclusion_23Nov2018.pdf)

with an updated survey in 2025. In this way, we were able to obtain a clear picture of the current barriers to leadership development for women in the agriculture sector.

The project included the following methods:

- An environmental scan of existing research on women in agriculture since 2015.
- Demographic data of the participation of women and girls in agriculture leadership development programs, and post-secondary programs in agriculture.
- Demographic data on the share of women in leadership positions in agriculture organizations (Executive positions, Board of Directors membership).
- A survey of women and men in agriculture about their perceptions of challenges and opportunities in agricultural leadership. A total of 463 responses to the survey were received. 265 responded to the entire survey and 198 completed a partial survey. All responses were considered in the survey analysis. Of the 463 responses received, 92% (425) were women and 7% (32) respondents were men. Five respondents identified as two-spirit or non-binary and one preferred not to say.
- Twelve key informant interviews and four focus groups with 33 participants were conducted to validate the survey results.

The following indicators of female participation in leadership roles and programs in agriculture in both 2015 and 2025 were:

- the participation of women in management and leadership programs in the agriculture sector
- enrollment in the AALP program
- enrollment in 4-H programs
- participation rates of women on agriculture association board of directors (survey data, primary data collection)

- female graduates of agricultural university and college programs
- perceptions of barriers and opportunities to women advancing their careers in leadership and management positions
- current occupations of women and aspirations for advancement and barriers
- training, mentorship and networking experiences of women in agriculture
- knowledge of options and barriers

This research report provides a snapshot of the current situation, describes the progress made in the past ten years, and points to activities to be undertaken to ensure that women's participation in leadership and management roles in the sector continue.



# Women in Agricultural Leadership



## Women as Key Decision Makers at Work

There has been an increase in women moving into leadership roles since 2015 but there is still more to be done to support and empower women to take on leadership and executive positions within the agriculture industry. The 2025 survey painted a positive picture of women moving into leadership and executive roles in their employment, with respondents reporting that that 42% of the key decision makers in their organization were female, compared to 34.8% in 2015. Of these organizations or businesses that had Boards of Directors, survey respondents said that 26% of Board Chairs were female, compared to 21% in 2015.

## Women in Agriculture Association Leadership

Agricultural associations, including commodity associations and provincial and national farm organizations, represent regional, provincial and national interests of producers and industry. They are often operated by a small group of staff and supported by an active Board of Directors that represents the association's specific area of interest. Today, women are increasingly participating in senior positions in associations related to agriculture. In a survey of 60 national and provincial industry organizations, research found that women comprised 11% of all board members, and 12% of Presidents/ Board Chairs, a similar proportion of board participation and leadership in CAHRC's 2015 research. However, 24% of Vice-Presidents/ Vice-Chairs of these organizations were female in 2025. Considering that one in nine board members of these organizations are women, they are now more likely than men to be elected as Vice-Presidents/Vice-Chairs. It appears that the number of women in the 'leadership pipeline' has been increasing, over and above the proportion of women board members, and that more women will likely be taking on the President/Chair roles in these organizations in the future. However, it will be important to increase the number of women participating on boards of directors to ensure that the women continue to enter the 'leadership pipeline'.

A change is also evident in leadership roles in industry association staffing. In general, more women than men were employed by industry associations. In 2015, men tended to lead staff in carrying out the mission of industry associations as Executive Director or CEO. In ten years, a significant shift has occurred. In 2025, 46% of these organizations had a female Executive Director or CEO, compared to 12% in 2015.

## Leadership Programs in Agriculture

Of the 2025 survey respondents, 33% indicated that they had participated in a leadership or management program, a number consistent with 2015 survey results. Looking at this by gender, 33% of women (compared to 35% in 2015) had previously participated in leadership or management programs. Twenty-eight per cent of men responding to the survey (33% in 2015) had participated.

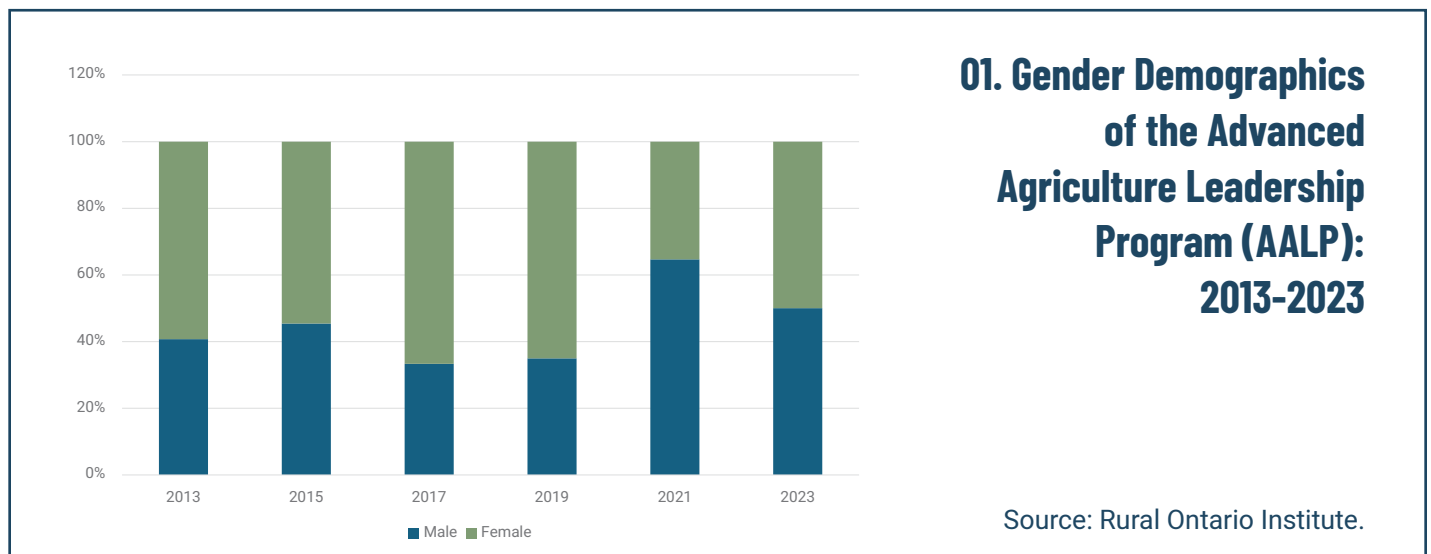
A wide variety of leadership programs were listed by respondents including:

- **Agriculture-specific programs:** The Executive Program for Agriculture Producers (TEPAP), the Advanced Agriculture Leadership Program (AALP), the National Farm Leadership Program (Farm Management Canada),

Leadership at its Best - Syngenta - the Ivey Academy, Ivey Business School, Farm Credit Canada (FCC) Leadership Course, Institute of Food Technologists (IFT) Emerging Leaders.

- **Commodity-specific programs:** Women in Egg, Gay Lea Advanced Leadership Governance, Master Shepherd Courses, Learn to Lead – SaskCanola, Alberta Wheat and Barley Advancing Leadership,
- **Leadership programs and events designed for women:** Advancing Women's Conference, Agriculture Leadership Program for Women (CAHRC).
- **Programs for youth and beginning farmers:** 4-H, Cattlemen's Young Leaders, Alberta Canola Young Leaders, Veterinary Emerging Leaders, World Farmers Organization Gymnasium Young Farmers Leadership Program, Next Gen Mentorship Course, Young Agrarians, Business Bootcamp and Mentorship Course, APAS Young Leaders.

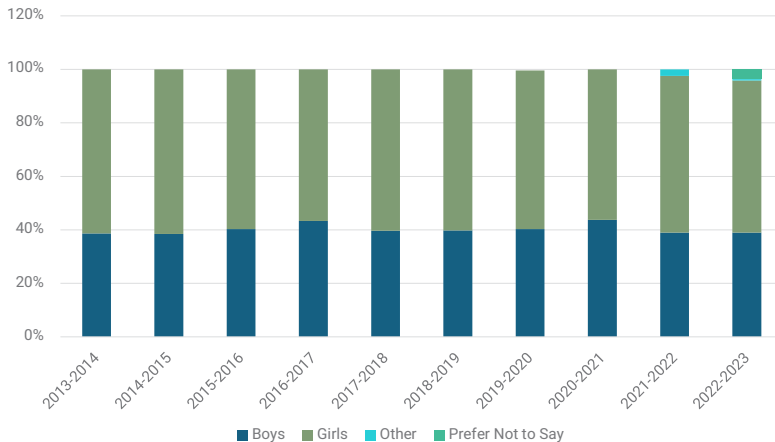
The Advanced Agriculture Leadership Program (AALP) is a two-year experiential executive leadership program in Ontario. Over 500 AALP alumni currently contribute their expertise to the agriculture industry in that province. During the past ten years, more women than men have enrolled in the AALP program, a shift from previous years where more men than women participated in the program.



4-H was listed as one of the programs in which survey respondents had obtained a start to their leadership training and development. The 4-H program is a positive youth development organization focused on developing community-based leadership and hands-on skill development among young people 6-25 years. In 2022-23, 4-H Canada reported having 19,057 members, 57% of whom were girls.<sup>53</sup> The ratio of approximately 60% female/40% male has been consistent in the 4-H program for the past number of years.

53 4-H Canada. Annual Report 2023-24. <https://4-h-canada.ca/annual-report/2023-2024.html>

## 02. Gender Demographics of 4-H Programs in Canada: 2013-2024



Source: 4-H Canada

It is clear that women are participating in a wide variety of programs and events focusing on leadership in the agriculture industry. Many agriculture-specific programs, especially those targeted towards women and beginning farmers, have started in the past ten years in response to the needs expressed by the agriculture industry. The participation of women in these leadership development programs are an essential in decreasing barriers to career advancement and increasing the likelihood of women taking on leadership roles in the future.

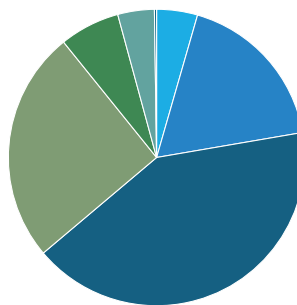
## Women in Agriculture are Highly Educated

In Canada, more women than men are enrolled in post-secondary education and obtain university degrees. Fifty-seven per cent of all university graduates in Canada in 2022 were women. Similarly, more women than men focused their studies on agriculture, natural resources and conservation in 2022.<sup>54</sup> Women made up 60% of students graduating with a university degree in agriculture-related fields of study that year. This trend has led to increasing educational attainment of women in the agriculture sector. In 2021, nearly on quarter (23.5%) of female farm operators possessed at least a bachelor's degree, compared to only 14.5% of male farm operators.<sup>55</sup>

Women responding to the 2025 CAHRC survey were highly educated. Twenty-two percent of female respondents reported that they held an advanced degree, a master's degree or a Ph.D., and 41.5% reported having an undergraduate degree (16% and 34% for male respondents respectively). Overall, two in three female respondents had one or more university degrees, compared to 50% of men responding to the survey. As well, 25% of male and female respondents reported that they had a college diploma.

## 03. Education Levels of Female Survey Respondents

■ Ph.D.  
 ■ Masters/Professional Degree  
 ■ Undergraduate  
 ■ College Diploma  
 ■ Some Post-secondary  
 ■ High School



n=426.

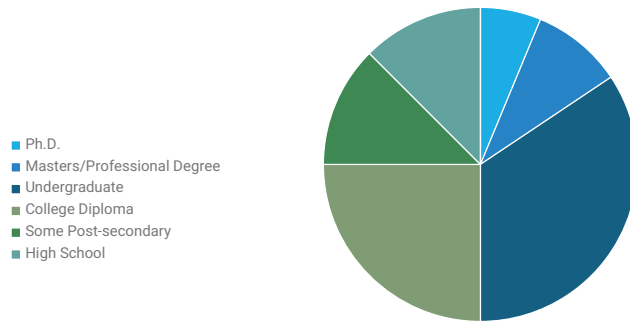
Source: CAHRC Survey

<sup>54</sup> <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3710013502>

<sup>55</sup> Lipka, Bethany and Kwarteng, Isaac. Breaking Barriers: Women in Canadian agriculture. Farm Credit Canada. <https://www.fcc-fac.ca/en/knowledge/women-in-canadian-agriculture>. Accessed March 7, 2025.



## 04. Education Levels of Male Survey Respondents

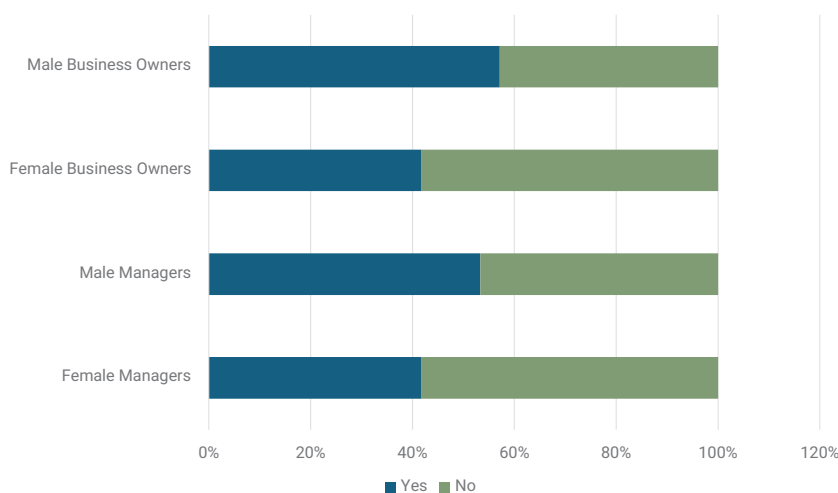


n=32

Source: CAHRC Survey

Both women and men increasingly hold professional certifications, apprenticeships or other agricultural certifications. Forty-one per cent of female survey respondents (32% in 2015) indicated that they held a professional certification. In comparison, 53% of male respondents (28% in 2015) said that they held a professional certification. Forty-two per cent of female survey respondents who work as managers or owners indicated they held professional certifications (34% in 2015). This is compared to 53% of male respondents working as managers and 57% who were business owners (49.5% in 2015).

## 05. Survey Respondents Holding Professional Certifications



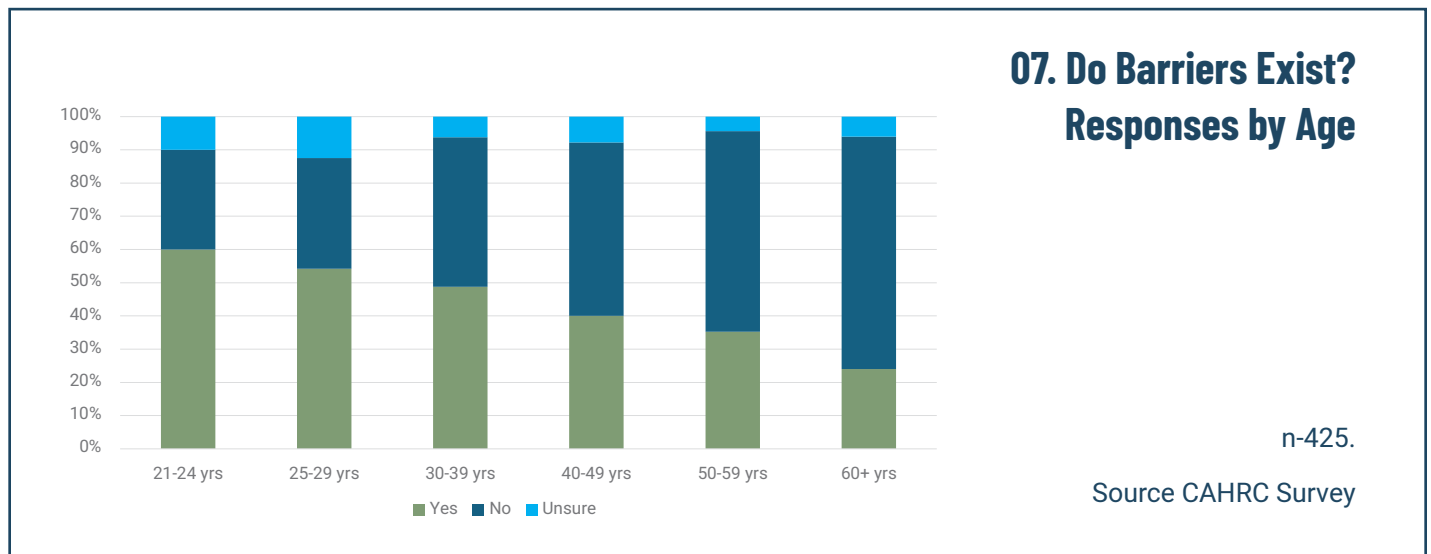
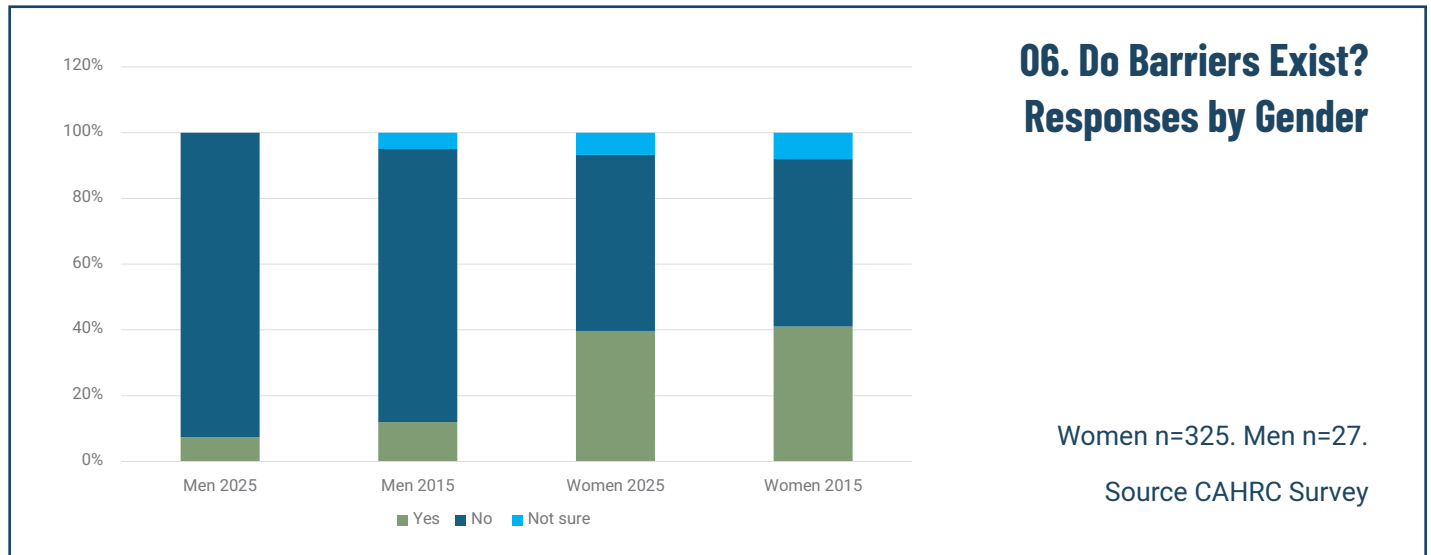
n= 158 female managers,  
n=189 female owners,  
n= 15 male managers,  
n=14 male owners.

Source: CAHRC Survey

## Barriers to Career Advancement

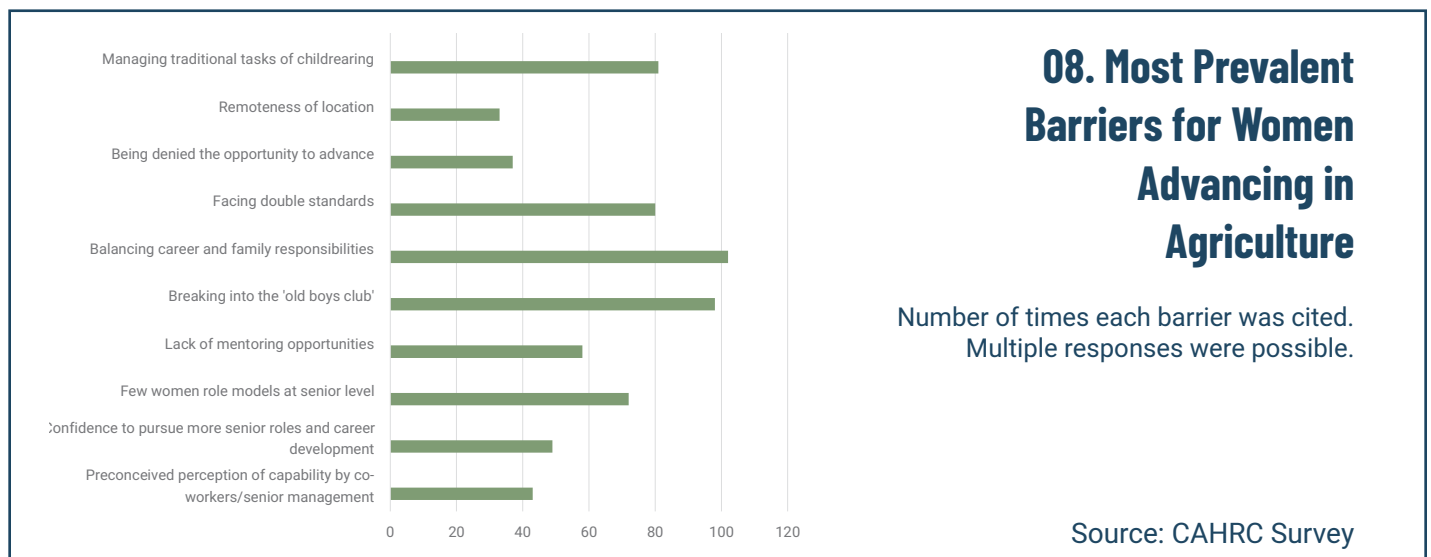
Thirty-six per cent of survey respondents said they believed barriers exist for women, a number consistent with previous research (38% in 2015). Of female respondents, 40% indicated that they believed there were barriers to women advancing in agriculture (41% in 2015).

Conversely, only two in thirty-two men responding to the 2025 survey, (6%) believed barriers exist. This finding is also consistent with the 2015 survey results in that men tend not to report that there are barriers to advancement for women in the sector.



In the current survey, young women, in their 20's and 30's were more likely to report barriers to advancement in their careers. However, the proportion of women reporting barriers tended to decrease with age. This trend differs from the trend described in the 2015 SAWA research. In 2015, women in their childbearing years, i.e. women in their 30's, were more likely to report barriers to advancement. At that time, it was thought that women who were balancing work on the farm, work off the farm and family responsibilities, known as the 'triple shift' were most likely to report that there were barriers to advancement. The current survey findings indicate that there may be an inverse relationship between age and the perception of barriers. Perhaps women feel that there are fewer barriers as they get older.

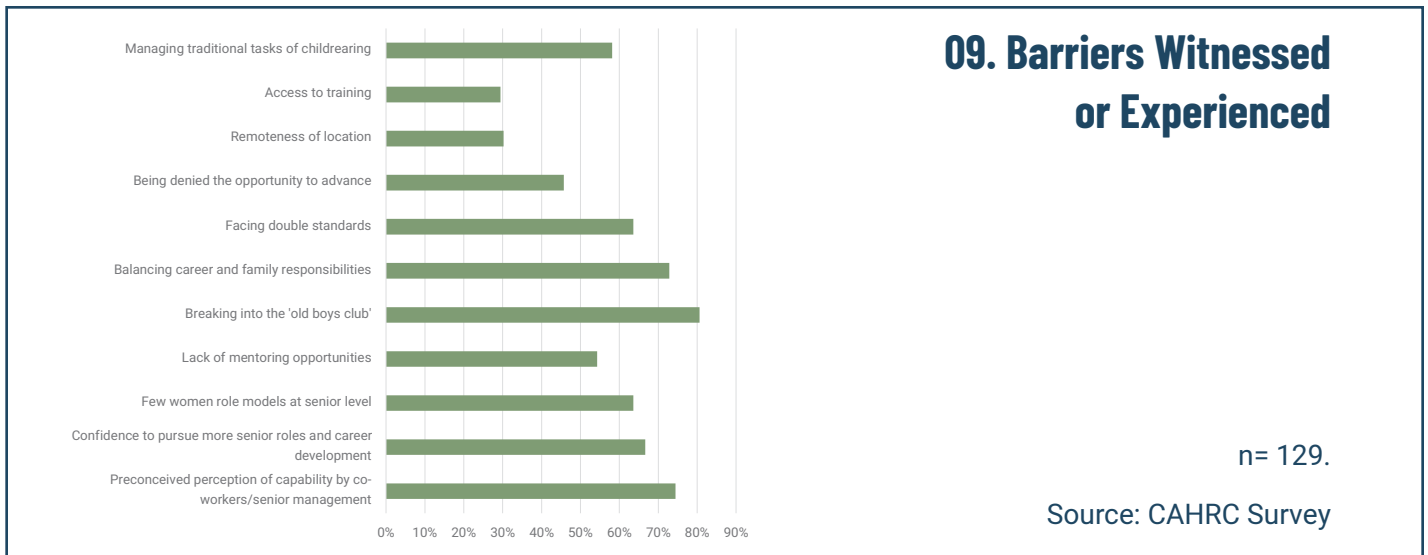
Of the women reporting barriers in the survey, 'balancing career and family responsibilities', 'breaking into the "old boys club"' and 'managing traditional tasks of childrearing, supporting partners and employees', continue to be the most prevalent barriers to women advancing to leadership roles in agriculture. The top three barriers identified in the 2025 survey were the same barriers cited as top barriers in the 2015 research. It seems that not much has changed regarding self-reported barriers to advancement in the sector.



Previous research suggests that women who begin working in a supportive environment and were accepted as equal were more likely to take on management positions and business ownership.<sup>56</sup> A supportive early family environment is important but continued development of programs and services for young entrepreneurial women is needed to assist them in advancing their careers.

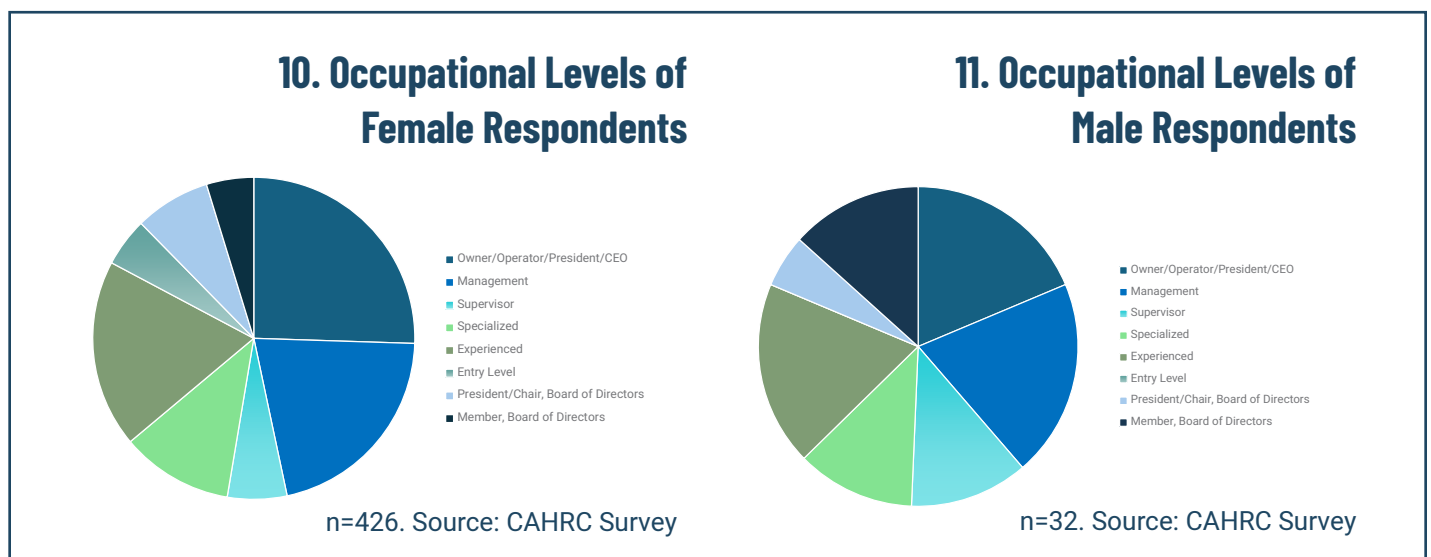
Survey respondents were asked to identify any barriers that they had either witnessed or experienced. For this question, 129 female respondents provided 825 entries. The top three barriers experienced or witnessed by female respondents were 'breaking into the "old boys club"' (81% of female respondents), 'preconceived perception of capability by co-workers and senior management', and 'balancing careers and family responsibilities' (74% and 73% respectively). Only two men said that they had witnessed barriers, citing a 'preconceived notion of capability', 'facing double standards' and 'managing traditional roles of child rearing and supporting partners and employees'. The difference in responses between women and men to this question is stark and consistent with the 2015 research.

<sup>56</sup> Broughton, Heather. Success for Women in Agri-Food. Agriculture and Food Council. 2016.



## Current Occupations of Women and Aspirations for Advancement

Although the men and women responding to the survey reported working in a variety of occupations in the agriculture sector, nearly half said that they worked at the manager or owner/operator/ president/ CEO level in their organization. This seems to indicate that many of those completing the survey were holding senior positions in their organizations.

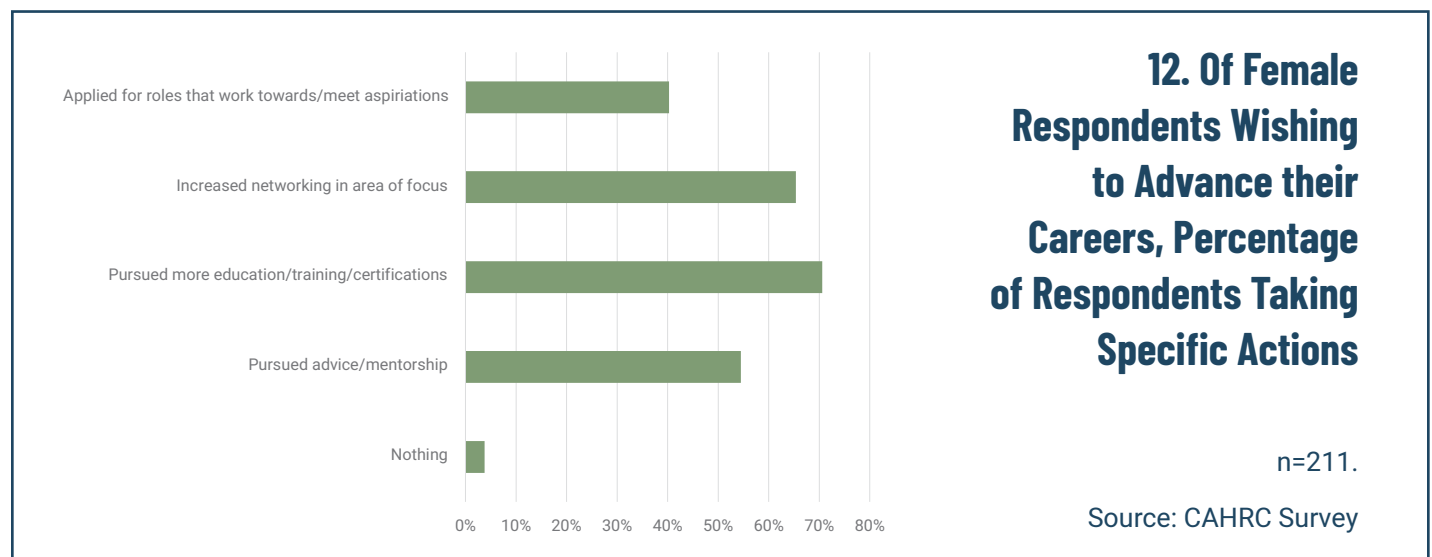




## Steps Taken to Advance Careers

Two of three female survey respondents (63%) indicated they wish to advance their careers. Of these, almost all indicated they have taken action to move their career forward. Women most often reported pursuing more education, training or certifications, as well as increasing networking opportunities to move their career forward. In general, these women had entrepreneurial ambitions, wishing to “grow the farm”, “expand their farm business”, “increase their ownership stake” and “own a company one day”. One respondent said that she aspired to contribute to the industry and “wished for women to be seen as more than lunch ladies and errand girls” in their roles, not only in their jobs but also in the wider agriculture industry.

In comparison, half of male survey respondents indicated they aspired for advancement.



## Activities that Make a Difference

Many activities were identified by female survey respondents as making a difference in supporting the leadership aspirations of women in the agriculture sector. They included:

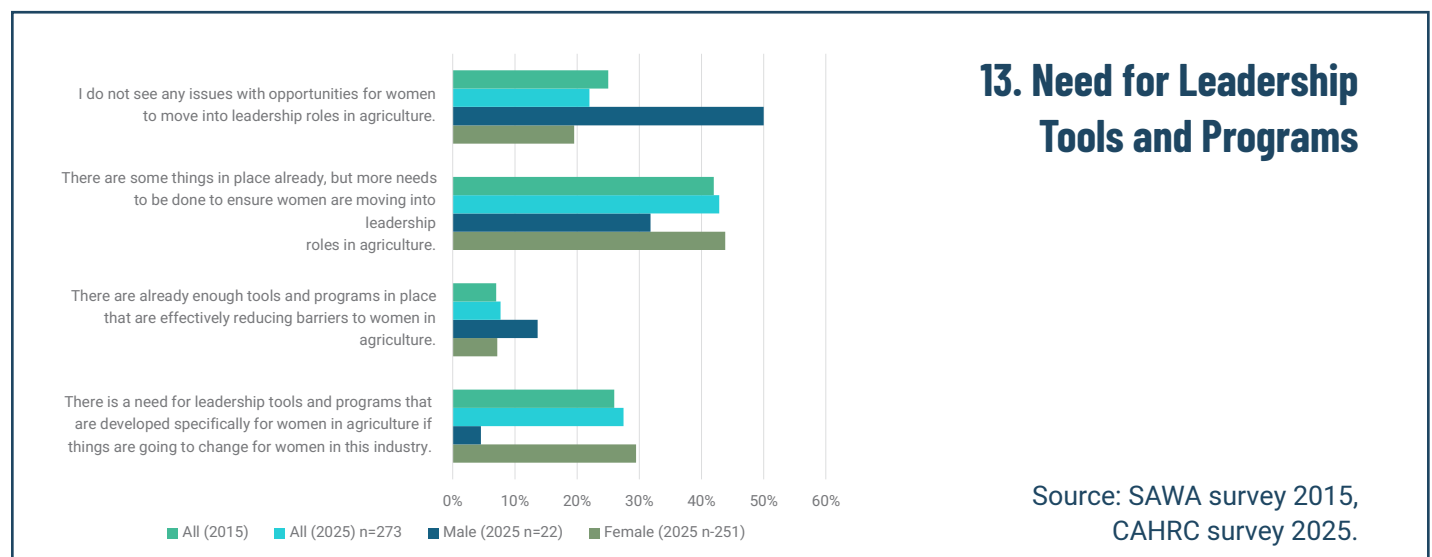
- **General agriculture leadership programs** including AALP, LeaderShift (FMC), Leadership at its Best (Syngenta), and Learn to Lead (Manitoba Canola).
- **Agriculture mentorship programs** including the Young Farmers Mentorship Program (Newfoundland and Labrador), and the Global Mentorship Program.

- **Women in agriculture groups** including Women in Egg, Women in Beef, Women in Nutrien, Women in BASF, Syngenta Canada Women and Allies group. A number of industry associations were named as especially supportive of women's involvement in their industry.
- **Funding for women in the sector:** FCC's special financing for women entrepreneurs.
- **Activities celebrating women in agriculture**, including CFA's Level the Field.

Diversity, equity and inclusion (DEI) initiatives were cited as important activities by female survey respondents. These included DEI committees at work, DEI training for all managers, hiring senior management with a DEI lens, and ensuring a gender balance on all organizational communications products. One person said that their industry association proactively invited women to its board roster, leading to a 50/50 gender parity. This then led to women taking leadership roles in the organization within five years, including a woman as chair of the organization.

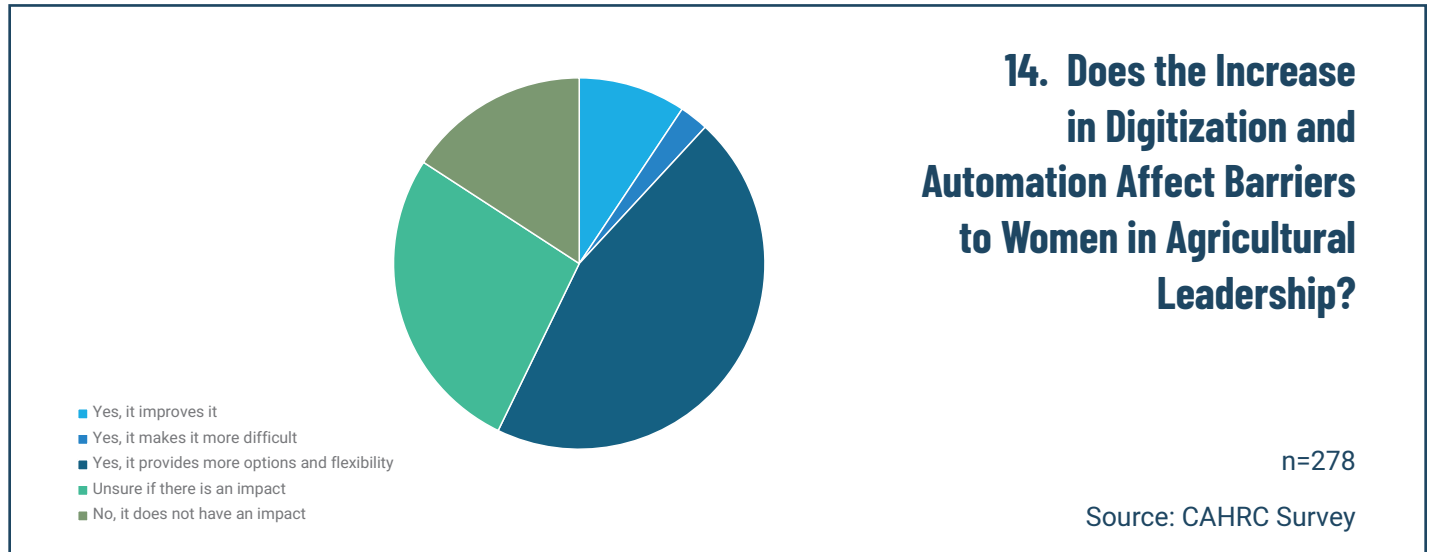
## Next Steps for the Future

When asked if there was a need for action, 29% of female survey respondents indicated that there needs to be more leadership tools and programs developed specifically for women in agriculture if things are going to change for women in this industry (compared to 5% of male respondents). Forty-four percent of women responding to the survey indicated that although there are some things in place already, more needs to be done to ensure women are moving into leadership roles, compared to 32% of male respondents). In all three in four female respondents were calling for action. Focus group participants and interviewees indicated that there is this need as well. Fifty percent of men did not feel there was any issue with opportunities for women compared to 20% of women who had the same response.



## An Increasingly Digital World

Just over half of women felt that our increasingly digital world reduces barriers and provides an opportunity for more options and flexibility in activities related to women's agricultural leadership. These might include improved access education and training programs, as well as networking opportunities.



# The Future of Women in Agriculture



## Looking to the Future

There has been an increase in women moving into leadership roles since 2015 but there is still more to be done to support and empower women to take on senior positions within the agriculture industry. Survey respondents reported that more than 40% of the key decision makers in their organization were female. Of these that had a Boards of Directors, one in four Board Chairs were female.

For industry associations, the needle has moved. One in four Vice-Presidents/ Vice-Chairs are women. Considering that one in nine board members of these organizations are women, they are now more likely than men to be elected as Vice-Presidents/ Vice-Chairs. The number of women in the ‘leadership pipeline’ has been increasing, over and above the proportion of women board members and more women will be taking on the President/Chair roles in these organizations in the future.

It will be important to consider how the agriculture industry can ensure that progress continues. A study of executive culture identifies reasons for the continuing exclusion of women and describes four stages in the evolution of thinking about women and their presence (or absence) in leadership and executive roles.<sup>57</sup> Considering these four stages is useful when considering potential action that can be taken to reach the goal of 30% of agricultural leadership positions occupied by women by 2030.

### Stage 1: Denial: The exclusion of women is not a business issue.

In the first stage, a discussion about women in leadership roles in agriculture businesses and organizations is considered irrelevant. Six in ten women and almost all men responding to the survey that there were no barriers to advancement for women in the agriculture industry. In general, men and women responding to the survey felt that

advancement in one’s career should only be based on merit. A survey respondent wrote that gender “should be taken out of the equation and that the best person for the job should be hired”.

Concern was also expressed that the focus on including women should not go too far; the purpose of these activities should not be to only “check a DEI box”, and that pushing women who are not qualified into leadership positions would be ‘tokenism’. It seems that not only is the issue of women in leadership positions considered a non-issue by many, but that the idea of inclusion activities for women could negatively affect the industry.

Yet, women in agriculture are gaining experience in a variety of roles in the sector, have high educational attainment, and are motivated to pursue certification and additional training. It is important to consider a wide pool of qualified women and men for positions, so that that the best person for the job is indeed hired.

### Stage 2: Recognition of the problem: The problem is women.

The second stage is recognizing that people with a diversity of backgrounds sitting at the table strengthens decision-making within an organization. However, the lack of women’s participation is considered to be a problem to be addressed within women themselves. In this stage, women are expected to adapt or fit within the existing organizational culture.

About four in ten survey respondents recognized that there are barriers to advancement in their careers, a number consistent with previous research.<sup>58,59</sup> The barriers cited most often were ‘balancing career and family responsibilities’, “breaking into the old boys club” and ‘managing traditional tasks of childrearing, supporting partners and employees’. Women experienced or witnessed “breaking into the old boys club”, “preconceived perception of capability by co-workers and senior management”, and “balancing

<sup>57</sup> Sinclair, A. *Trials at the Top: Chief executives talk about men, women and Australian executive culture*. University of Melbourne, Australian Centre. 1994.

<sup>58</sup> *Supporting the Advancement of Women in Agriculture: Needs Assessment*. Canadian Agricultural Human Resource Council. 2016.

<sup>59</sup> *Success for Women in Agri-Food: Needs Assessment Report*. Agriculture and Food Council. 2016.



careers and family responsibilities” most often. As well, younger women were more likely to report barriers to career advancement than older women.

Survey respondents suggested a number of activities to encourage women to reflect upon how they can fit within the existing organizational culture of their employer and the industry at large. These activities focus on increasing self-confidence, networking and celebrating women in the agriculture sector. Members of Women in Agriculture groups across the country seek to connect with other women to provide support. The Women in Agriculture Conferences promote networking, celebration and learning from others about how to navigate the industry as a woman. Mentorship programs work to increase leadership skills and to instill confidence. All of these activities are essential in assisting women in increasing confidence and connections within the agriculture industry.

Support and connections with others in the industry are essential, but more is needed.

### **Stage 3: Management by experimentation with company or industry solutions.**

In this stage, employers and industry associations set up programs to assist women in moving into senior leadership and executive roles. Some of the initiatives cited in this research are targeted specifically to women and some are available to everyone in the industry.

There has been a shift in the past ten years in agriculture leadership programs. More general leadership programs are available, and more women than ever are enrolling in them. As well, a number of commodity associations and general farm organizations have set up leadership and mentorship programs to support women in their sector. In all, more women are participating in leadership and

mentorship programs across the country.

Survey respondents felt that the recent increase in digitization and automation in the industry provides an opportunity for women to participate more fully in activities to advance their careers.

Survey respondents were highly educated and indicated that they had taken steps, mainly in increasing education, training and pursuing certifications, as well as networking to further their careers. However, three in four women said that there was a need for more activities to support women in the sector.

### **Stage 4: Leadership: Top-driven and self-focused change.**

In the fourth stage, organizational culture is examined to identify structural barriers that limit the advancement of women. The “old boys club” was often identified by survey respondents as a barrier to career advancement. To ensure fair representation of women in positions of influence in the industry, women suggested that organizations set out clearly stated policies on inclusion at the board and governance levels. Women replying to the survey also said that men need to be a part of the conversation in order to move the conversation forward and that women pursuing education, training and networking opportunities will only go so far in advancing women’s careers.

Survey respondents mentioned a number of cultural issues. Childcare, or the lack thereof, was often mentioned as a barrier for women participating in agriculture industry meetings and training programs. Unequal treatment around maternity leave was also identified as an issue. As well, survey participants said that “rampant sexual harassment” from men in the industry drives young women away from the agriculture industry. Women in Agriculture groups have started conversations around these issues in the

past few years. At this moment, it will be important to include men in discussions about cultural barriers to ensure women's advancement in the agriculture industry.

For real change, the agriculture sector needs to act. Effort is needed to create an environment where women can thrive and advance their careers in the agriculture industry, to ensure that agriculture and thrive and grow into the future. More women are taking leadership roles in all aspects of the agriculture industry, as farmers, in policymaking, government, research and development and in the corporate world.

## Appendix 1: Steering Committee Members

Thank you to the Steering Committee members who provided advice and guidance in the development of the draft Action Plan and the focus groups that reviewed and validated the Plan.

Name	Province	Organization
Laura Lazo	Manitoba	Manitoba Women in Ag and Agri-foods
Katie Hirtle	Nova Scotia	Nova Scotia Federation of Agriculture (NSFA)
Vicki Brisson/ Jennifer Kyle	Ontario	Eastern Ontario Women in Ag Network/ Ag Women's network and Beef farmers of Ontario
Katherine Rousseau	Quebec	Agricultrices du Quebec
Sandra Hessdorfer	Saskatchewan	Sask Women in Ag
Katie Lowe/ Stephanie Nelson	British Colombia	BC Ag Women's Network
Nikki Olson	Alberta	Alberta Women in Ag
Tamara Sealy	New Brunswick	Nutrien
Laurie Loane	PEI	PEI Ag sector council
Vanessa Manuel/ Kalysha Hanrahan	NFLD/LAB	Newfoundland and Labrador Federation of Agriculture/ Women in Ag Newfoundland

## Appendix 2: Advisory Group Members

Thank you to the Advisory Group members who provided advice and guidance on the survey and event selection.

Name	Organization
Charlotte Wall	Poultry Industry Council
Christina Stroud	Syngenta
Heather Watson	Farm Management Canada
Lauren Martin and Merle Massie	Do More Ag Foundation
Leslie May	Lethbridge Polytechnic
Patience Palmer	CAAIN
Katherine Rousseau	Agricultrices Du Quebec
Stéphan Paillé	Farm Credit Canada



**CAHRC-CCRHA**

Canadian Agricultural Human Resource Council  
Conseil canadien pour les ressources humaines  
en agriculture