



# Inspiring the Next Generation of Women in the African Mining Industry

A report highlighting the progress and potential of  
advancing the diversity agenda in African mining

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Contributing partners:

 **WOMEN  
IN MINING**

 **IWiM**

 **wimsa**

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**From creating enabling policies to an enabling environment, what I've done is create positions where there were no positions. You can't wait for a man to leave a position before you bring a woman in.**

**Deshnee Naidoo, CEO, Vedanta Zinc**

# Foreword

**In 2019 Mining Indaba put in place a plan to significantly increase female speakers on stage.** We felt we had (and I personally did too!) a bit of a responsibility here. One of my concerns is that when young women attend these events and they see lots of male speakers, they think the mining sector is male dominated and they don't have a chance. Our view, as a team, was that we needed to inspire young women who attend Mining Indaba and support the industry in its focus to become more diverse. Not only was this the right thing to do, there is sound evidence that shows that if companies have significant gender diversity, they are more profitable as there is a mix of opinions.

To do this we set ourselves a bare minimum 20% target ratio for our speaker line-up. In 2018 our number was 11%. We realised that we couldn't do this ourselves and therefore decided to select three Women in Mining associations to help us – Women in Mining UK, International Women in Mining and Women in Mining South Africa. By doing this, we had access to a great pool of people and more ideas flowing in at all times, which was great!

We also decided to avoid specific women in mining sessions. After consulting with the market, many people

agreed that these effectively 'preach to the converted' so the aim was to have as many women as possible speaking on business topics. A lot of hard work later and we ended up with a 25% ratio in 2019! Some of the highlights of this included leading women like Cheryl Carolus, Chairperson of Gold Fields (and also on the board of leading organisations like the British Museum) and Simone Niven, Group Corporate Relations Executive at Rio Tinto. One of the biggest highlights was how we shaped this up on the main stage, where we worked with many of the majors to have either female speakers in 2019 or join sessions with their male CEO and a leading woman from their organisation (Mark Cutifani and Anik Michaud were brilliant!)

I think the most rewarding thing for us was how all the companies we work with got behind it. There was so much enthusiasm for this and huge amounts of support from the majority of key companies. Personally, I think this shows how the sector will go from strength to strength when it comes to gender diversity. I see a bright future ahead as opinions are changing. We will continue to drive it through our event, and in projects like this eBook, to ensure that these leading women continue to be profiled and inspire the next generation!



**Harry Chapman**  
Head of Content, **Mining Indaba**

Harry has over 8 years' experience working in international events, with 6 of those years spent in the mining sector. Harry's role at Mining Indaba is to oversee the content, themes and product strategy of the conference. His role has focused on spending a lot of face to face time with all stakeholders, from community groups right through to leading investors and mining companies. This had led to a significant change in the content and platform that Mining Indaba offers, ensuring that the event fully supports the industry's aims and helps drive investment into mining. In 2019 he was responsible for driving and achieving the 25% female speaker target at Mining Indaba.

# We achieved a 25% female speaker line-up at Mining Indaba 2019



89

female speakers took to the stage



We partnered with three women in mining organisations to make this happen



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The industry needs to employ more women. I don't say that because I'm a woman, but because I'm a business woman

Simone Niven, Corporate Relations Group Executive, Rio Tinto

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It's about getting innovative in terms of how we bring women into the business world

Deshnee Naidoo, CEO, Vedanta Zinc International



# Safety and support structures in the industry

An interview with **Deshnee Naidoo**, CEO, **Vedanta Zinc International**



Ms. Naidoo joined the Vedanta Group as CEO designate of its Zinc International unit in November 2014 and assumed the role as of February 2015. Deshnee has over 20 years of significant and extensive experience in resourcing industry including Platinum, Thermal Coal and Manganese. Her most recent assignment was with Anglo American assigned to South Africa as Chief Financial Officer, Thermal Coal. She was part of the Anglo American leadership where she held positions in different operations in various capacities including being deputy head of CEO's office and as strategic long term planning for platinum division and various other technical roles in South Africa.

## What was it like being one of very few women in the mining sector when you first started your career in 1998?

It was uncomfortable, to put it mildly. Not only was it challenging being a woman, a fresh graduate without experience, I was also hit on! There was little/ no formal support for women. I coped by ensuring I was the best I can be at my job so that at least performance was not an issue. I took great care to maintain professional boundaries.

Being in Anglo American however, I did receive support from both my male peers and bosses and could see evidence of the transformation initiatives being driven – this might not have been the experience of every woman in the company though.

## What were the biggest obstacles you had to face and what were your strategies for overcoming them to get to where you are now?

Probably the three biggest challenges were

- Poor maternity benefits
- Not getting equal recognition as my male counterparts incl. getting overlooked for training, promotions etc
- Getting overlooked/ dismissed in meetings

My strategies for overcoming them included -

- I assisted in changing the maternity benefits policy after joining the EE Committee and drove women-friendly policies once I was senior enough to do so
- Being proactive and raising my hand for opportunities Proactively building my brand-awareness i.e. making sure I had support in conversations I was not part of
- Engaging with meeting attendees 1-on-1 before key meetings. As I became more senior I would ask dismissive individuals to leave the meeting

## Have there been any major turning points for you that you believe altered the course of your career?

During my time at Anglo American (where I worked for 20 years), I would pick two – being identified to move to then-CEO Cynthia Carrol's office was one, and the second was being appointed CFO for the Thermal Coal division. Neither of those were directly related to my academic qualifications, training or early work at Anglo. They encouraged me to move out of my comfort zone and take on new challenges.

More recently, being approached by Vedanta to head it's South African and Namibian operations was a massive compliment – as well as a challenge.

It was also a reinforcement of sorts – Mr Anil Agarwal is a shrewd and experienced businessman. His eye for people is exceptional. To be approached by his team, to join his company, was an acknowledgement of what I had achieved up to that point. The last five years as CEO of Vedanta Zinc International have in many ways changed who I am and how I think. As a woman in mining, this has gone far beyond my professional capacities.

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*A change in attitude is important not only in getting women into mining – but in making sure that the industry is a place where those women want to stay.”*

**Which needs to come first to improve diversity in the mining industry – a change in policies and regulations, or a change in attitudes?**

That’s quite a “chicken or egg” question. On the one hand, policies and regulations make it clear that diversity is a requirement, not an option. On the other hand, if attitudes remain unchanged, malicious compliance could mean that very little happens in the way of implementation. I think we need both – they are complementary in the long run.

However, a change in attitude is important not only in getting women into mining – but in making sure that the industry is a place where those women want to stay. That it is seen as welcoming, supportive and challenging. A place where young women can be sure they will be given opportunities, proper mentoring and support – not cut loose and expected to survive on their own (and then be criticized when they struggle).

**We heard you were looking to recruit at this year’s Mining Indaba – were you successful?**

Indaba was a great place to trial a new recruitment engagement we set up with our recruitment partner, Digger. As a forum where so many people working in mining gather, it was always going to be interesting to see just how much interest we could drum up – at our stand, and also via social media. I don’t want to give anything away, but we have had a number of interesting conversations as a result of those engagements, and I’m confident there will be positive outcomes!

**Are mining companies doing enough to support their female employees? What are the key areas that need improvement?**

I think the industry has come on in leaps and bounds since I first joined, but at the same time there is a lot still to be done. Equipment (both operational and safety) needs to be specifically designed for women’s bodies. Separate ablution facilities are non-negotiable. Safety systems for women working underground or in remote areas of mine or plant are critical. Those are physical, tangible non-negotiables.

Support structures (i.e. management, mentoring) need to take into account that if the company still functions as it used to historically - team bonding sessions still centered around drinking and a braai, connections made on the golf course or in the change room, ‘banter’ that is inherently sexist and offensive – then women are going to feel and be excluded, and are likely to walk away from the company.



Photo credit: Implats

# Shifting values into action

An interview with **Simone Niven**, Corporate Relations Group executive, **Rio Tinto**



Simone was appointed Corporate Relations Group executive in January 2017. She joined Rio Tinto in 2008 and has accountability for the Group's reputation and corporate relations areas – external affairs, communities, media, reputation and employee communications. Simone also has responsibility for the leadership of the country and regional office teams, including Africa, Australia, Canada, China, the European Union, India, Japan, the UK and the US. Prior to joining Rio Tinto, she spent over 15 years working in senior roles at some of the world's largest companies across many continents, including Vodafone, the United Technologies group, Smiths Group plc and Smith & Nephew plc in a range of corporate relations fields.

## **How does corporate relations for a mining company differ from some of the other industries you've worked in, such as telecommunications and technology?**

In consumer brands, the customer choice is really at the retail end – when you choose a phone company, or a certain brand of shampoo. That's where companies compete – for your attention and loyalty. So communications in consumer brands are largely targeted towards helping people make the decision to buy a certain brand of product.

In a mining company, competition also occurs at the product level – Rio Tinto produces proprietary blends of iron ore and proprietary alloys of aluminium, for example – but our customers aren't individuals. And importantly, we also compete for resources – the license to build and operate our mines and smelters. So a lot of our communications are targeted to our stakeholders upstream, and indeed, their stakeholders.

One other difference – I may be biased, but I think the work we do in this industry is some of the most interesting, challenging and ultimately fulfilling corporate relations work out there.

## **What are some of the alternative routes in to the mining industry for young women who do not have a degree in a mining-related discipline?**

First, this is a great industry. I wish people understood and appreciated that more than they seem to do. The work is great, and it's incredibly rewarding. Everywhere we go, everything we do, we are surrounded by the products – steel, aluminium, copper – we provide. We get to pioneer things like the world's largest robot – our driverless rail network in Western Australia. We get to work directly with the communities that host our operations, and help them prosper alongside our company. What's not to love?

Second, our industry is open to everyone with the interest and drive to make a difference. You don't have to be a mining engineer or a technician – though we'd love it if you were! – and you can do all kinds of different work here, data scientist to archaeologist to my field, community relations, stakeholder engagement and communications. So first, I think it's important for people, and for women, to understand that.

And finally, if you like tech, women should know that automation and technological advances, like artificial intelligence, are also creating new kinds of jobs that are more tech-focused than ever. And today, we also need creativity – people who can think and act "big picture."

I've worked in a lot of different industries in my career, and after more than a decade in the mining industry, I can tell you that I see real opportunities for both men and women with a thirst for adventure.

## **What initiatives or policies have Rio Tinto put in place to support diversity?**

I'll start by acknowledging that we have some way to go at Rio Tinto, and indeed, as an industry. We are not where we want to be on diversity. We're trying to do more, and do better, but frankly we've had mixed results. But we'll never stop trying.

To that end, we focus on building an inclusive workforce as much as we do on building a diverse workforce. It's important to have all different views at the table, of course – that's diversity – but just as important is that, once they're there, we want those views to be respected, and heard. That's inclusion. This isn't just good for our company, it's just the right thing to do. It's who we are.

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*This isn't just good for our company, it's just the right thing to do. It's who we are.*

So our focus tends to be less on policies than it is on equipping our leaders to act in line with our values, which I always feel works best.

That said, we do have a global, gender-neutral paid parental leave in every country where we operate, making 18 weeks of paid leave available to primary carers, including single parents and employees in same-sex relationships. And a couple of years ago, we started a formal effort to support victims of domestic violence, which tragically, affects far too many women. Our business in Australia is accredited by the White Ribbon campaign, in acknowledgement of this effort, and last year, we expanded the initiative to our Canadian and American businesses. As I said, there's much more to do, but we are incredibly proud of the support this has received across our company – from men and women alike.

We are also focusing a lot more attention on training women in the skills the industry needs. For example, we worked in Perth, Australia, with the local vocational college to develop a new curriculum on automation. This is available to everyone, but we are making a concerted effort to make sure women take advantage of it.

We're also taking a hard look at our recruitment processes to eliminate unconscious bias and move away from traditional market pools. At the end of the day, diversity is about improving performance, and not just our own. Active female participation and leadership in business can benefit entire communities and economies. This is a particular imperative for countries with ageing populations.

Our view is that anyone – women and men – can be anything with interest, determination and training. We are trying hard to make sure we provide the opportunity, and to do so equally.

## **A lot's been done to raise awareness of the diversity issue, but how can we ensure this translates into action?**

This is a key question. At Rio Tinto, we are working hard to shift our values into actual, tangible and measurable action. This year, we revised our policy on inclusion and diversity, jointly owned by the board and Executive Committee, in order to articulate explicit expectations around behaviours and personal accountability.

Targets, quotas, educational pathways and mentoring are also often effective. One thing we're doing at Rio Tinto is working to substantially increase the number of women employed – at all levels – to help boost the percentage of women in senior management. In 2018, 36% of our graduate intake were women, and our aim is to make this 50%. We also target improving the proportion of women in senior management by 2% each year.

But if we get women through the door and then, when they get here, they feel that they are not treated the same as their male colleagues, or their voices are not heard, or valued, or respected – that's no victory. So our focus continues to be on instituting a culture where every voice is heard, respected and valued – and every leader at Rio Tinto is held personally accountable for this.



# Diversity in the education sector

An interview with Professor **Adam Habib**, Vice-Chancellor and Principal, **University of the Witwatersrand**



Professor Adam Habib is an academic, researcher, activist, administrator, and renowned political commentator and columnist. A Professor of Political Science, Habib has over 30 years of academic, research and administration expertise, spanning five universities and multiple local and international institutions, boards and task teams.

## **Roughly what percentage of mining-related studies are undertaken by women at your University? Has this number increased in recent years?**

At present, 29% of our mining engineering group are women. We have seen a decline in recent years and so will be tracking this to see how we can attract more women into mining-related studies.

## **What can Universities and other academic institutions do to encourage young women to pursue STEM subjects and, beyond that, careers in the mining industry?**

It really takes a whole system approach, from the basic

education level right up to the corporate level. We need to provide resources to young women and create an enabling environment for them to operate in. Increasing the number of young women studying engineering would also make them more comfortable and feel less isolated.

Furthermore, we need programmes which are responsive to domestic circumstances and professional responsibilities. It is important to continue popularising the importance of women playing an equal role in all disciplines and to effectively 'demasculinise' the profession.

Scholarships and internships would increase opportunities for women to enter the industry. Mentorships between women in the industry and students would go a long way to motivating young

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*There has been a significant transformation as women increasingly feel empowered in the university environment*

women to stay in the sector and demonstrate the career path which they could take.

### **What role can academia play in changing the cultural mindsets around gender diversity and making the workforce more inclusive?**

At Wits we will be enabling our Gender Equity Office to enhance its advocacy campaigns around women in STEM. However, it is also necessary to detoxify the environment that mitigates against women performing in this area. We also need to act decisively on gender-based harm.

### **How is the cultural mindset around gender diversity changing in the millennial generation?**

There has been a significant transformation as women increasingly feel empowered in the university environment. At Wits, more than 50% of our graduates are women and in general they perform better than their male counterparts. Simultaneously with this advancement, there seems to be a crisis of masculinity which has

translated into greater incidences of gender based harm which has to be managed robustly.

### **What advice would you give to female students considering a career in mining? What can they do to get their foot in the door and give themselves the best possible chance of success in the industry?**

Own the space and take the opportunity that internships provide because that makes the big difference. Young women also need to understand that it is the soft skills and interpersonal skills that transform you from a great professional to a brilliant leader.

### **How can initiatives like Mining Indaba's new Leaders of Tomorrow competition help drive diversity?**

It provides a space for young engineers to showcase their ideas and interact with business professionals from the industry. The mentorship aspect is also significant in assisting a diverse group of students to achieve their goals.



# Tackling the root causes, not just symptoms

An interview with **Elaine Dorward-King**, Executive Vice President, Sustainability & External Relations, **Newmont**



Dr. Elaine Dorward-King was elected Executive Vice President, Sustainability and External Relations in March 2013. Prior to joining Newmont, Dr. Dorward King served as Managing Director of Richards Bay Minerals in South Africa and previously served as the Global Head of Health, Safety and Environment at Rio Tinto. Dr. Dorward-King brings 25 years of leadership experience in creating and implementing sustainable development, safety, health and environmental strategy and programs in the mining, chemical and engineering consulting sectors.

## **How have attitudes in the mining industry changed towards women since you first started your career? Is it just about meeting diversity quotas or are mining companies truly embracing the business case for diversity?**

There is more acceptance of women in a broader number of roles in the mining industry today than when I started in the industry in 1992 at Kennecott Utah Copper. In my experience, women who performed well – delivered on their goals and objectives and contributed to business success – were welcomed, however it was much more common for them to be working in functional roles such as finance, human resources, or environment, health and safety. Today, we see very effective female leaders at all levels in operational and project management roles.

In terms of driving change, I prefer using targets rather than quotas – as they do mean different things. Diversity targets are similar to targets we set for safety, business, and sustainability - set with some level of aspiration/stretch to drive key aspects of business performance and to communicate commitment.

I think most senior leaders at leading mining companies understand the business and ethical case for diversity and inclusion. The research is clear; a diverse & inclusive environment improves business performance by 83% with a 43% improvement in team collaboration. However, as

an industry, we still have work to do to see inclusion and diversity fully embraced. We need to learn how to be more convincing as we explain the need for change further down in our organizations.

One of the changes I see today versus 27 years ago is the number of men who are willing to step forward and be visible advocates for both diversity and inclusion. Until this is not a women's issue, or a minority issue, we will not be successful; this development is hugely encouraging.

## **Can diversity quotas lead to real change in the industry, or is it just a surface-level fix for a deeper problem?**

Diversity targets, not quotas, have proven to be an enabler for organizations to achieve certain aspects of a diversity strategy, but targets are only one tool of a broader approach. A comprehensive strategy that helps to build a diverse workforce who can thrive in an inclusive workplace is required for real culture change – diversity alone is not enough. The research is clear that it is a combination of diversity and inclusion that actually provides the business benefits.

## **What role does diversity and inclusivity play in upholding Newmont's corporate reputation?**

Newmont was recently recognized in Bloomberg's Gender



# *One of the changes I see today versus 27 years ago is the number of men who are willing to step forward and be visible advocates for both diversity and inclusion*

Equality Index and the National Association of Corporate Directors for our Board's commitment to diversity. Our leadership position in the annual Dow Jones Sustainability Index four times in a row, top position in the Human Rights Campaign Foundation's Corporate Equality Index, which rates large U.S. employers, and other recognitions and awards position Newmont to employees and potential employees, investors, governments and communities as an organization that is truly committed to making progress in this space. We know that our continued successful business performance is because of our talented and diverse workforce and leadership, who are enabled to bring their best selves to work. We think that our strong reputation contributes to Newmont being able to recruit and retain the brightest and best graduates and employees.

## **Do you believe that recent trends in the mining industry towards sustainability, community engagement and social responsibility are linked to gender diversity initiatives?**

From a gender perspective, when our workforce represents the communities within which we operate, our understanding of the realities of each community increases, and there is a positive impact on reputation and social acceptance. While gender diversity was not initially a distinct element in the development of Newmont's sustainability strategy, which is focused across a broad range of environmental and social aspects, a focus on gender inclusion in community engagement and approaches to social responsibility is critical.

As our internal awareness and programs on diversity and inclusion have matured, we are better able to implement our external initiatives, as more leaders and employees understand the importance of including women in community consultation, opportunity development and decision making.

People and Sustainability are two of Newmont's five business strategy pillars, as both concepts – a diverse

and inclusive workforce and environmental and social performance – are essential to our success.

## **How do you think ongoing digitalization, automation and AI will impact gender diversity?**

Newmont is using advanced technologies as appropriate to improve how we operate, as well as empower our workforce, create a safer work environment and lower environmental risk. Newmont understands that its strategy must be able to adapt to shifts in the workplace that technology could bring, including changing the type of work that is done. For example, the opportunity for operating equipment remotely away from mine sites may be attractive to both women and men. The need for physical strength to perform some work activities may also decline, changing job descriptions and opening up roles to more diverse candidate slates.

Our university partnership program focuses on inclusion and diversity, as we help student groups, faculty, and research centers prepare for the mining industry of the future, including the greater use of automation and machine learning.

Newmont is currently implementing a pilot with the augmented writing tool, Textio, to create more inclusive job postings to attract a more diverse talent pool. We are also experimenting with blind resumes, diverse hiring slates and interview panels to see if they can make a difference in our efforts. We will learn a lot through this piloting process.

## **What initiatives or policies have Newmont put in place to support diversity?**

Inclusion is one of Newmont's core values in addition to Safety, Integrity, Sustainability and Responsibility. Our global Inclusion and Diversity Strategy, in place since 2013, takes a comprehensive, holistic approach to improving the diversity of our workforce, creating a workplace where everyone can

thrive, and building a strong pipeline and community. Our strategy is supported by our People Policy and an Inclusion and Diversity Standard.

Our refreshed strategy places a stronger emphasis on inclusive leadership, which is about embedding our value of inclusion and importance of diversity in Newmont's culture, disrupting people systems, which aims to improve diversity through interventions across the entire employee lifecycle, and leveraging accelerators, such as our Business Resource groups (BRGs) and technology to expedite our progress.

BRGs are one of our most successful components in creating an inclusive culture. These are employee-led and executive leadership-sponsored groups that create safe spaces, open discussion forums, and networking platforms among diverse employee groups and their allies. At Newmont, we currently have 24 BRGs globally that focus on a variety of issues such as women, veterans, the LGBTQ community, cultural diversity, and wellness.

We are aligned to Sustainable Development Goal 5, Gender Equality, and have committed to Paradigm for Parity to close the gender gap in leadership roles and create an inclusive workplace.

We have learned a few lessons along the way. First, top

leadership understanding and support are essential to enabling inclusion and diversity; our Board, CEO and executives have been critical to our success thus far. Two, too much focus on diversity numbers only creates fear among the majority group (usually men), leaving the minority (usually women) with the burden to prove they truly deserve to be where they are, with less support from peers and leaders. Three, we must leverage a broader set of internal data (quantitative & qualitative) to understand root causes, identify priorities and track progress; it is critical to understand why as an organization you are not making the progress you want to make - you need to make sure that you are working on root causes and not just symptoms. Four, encourage open and safe conversations; involve employees and allies. We have learned that improving diversity, for example gender diversity, is not something to be done by women or led by only women. Men play a key role as active allies for making progress and must be engaged in the conversation.

## References

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<sup>1</sup> Research pulled from Deloitte, "Waiter, is that inclusion in my soup?" 2013; Irish Bohnet, What Works, 2016; Bteam.org, "Diversity: Bringing the business case to life," 2015; HBR, "Diversity doesn't stick without inclusion," 2017.



Photo credit: Implats

# Creating a pipeline of young diverse talent

An interview with **Carole Cable**, Chair of **Women in Mining UK (WIM)** and Partner at **Brunswick Group**



Carole has been with Brunswick since 2007 as the joint head of Brunswick's Energy and Resources practice, specializing in strategic communications for the metals and mining sector. She advises clients on equity raisings, corporate positioning, reputation, M&A, shareholder activism, crisis, investor relations, stakeholder mapping and engagement, and ESG. Prior to joining Brunswick, Carole was at Credit Suisse and JPMorgan in institutional equity research and sales specializing in Global Mining and Asia ex Japan. Carole is a non-executive director of Nyrstar N.V., CQS Natural Resources Growth & Income plc and Chair of Women in Mining UK.

## **Tell us about your role at Brunswick and your inspiration for establishing the Mining Indaba Young Leaders Programme.**

I have been a Partner at Brunswick for over a decade now, co-heading our Energy and Resources practice. Although I am based in London, our clients have assets, management and listings all over the world so our team reflects that and we work together around the globe; and of course, we travel a lot!

Mining became a passion for me after I spent many months as a young graduate trainee on a gold mine in Kalgoorlie. The combination of the science, the people, the outdoors, and infectious optimism that every miner seems to have, became the endorphin I needed to pursue a career in mining. I am now a strategic adviser to mining clients on all things related to communication, whether that be communicating to investors, employees, communities, or governments, on a vast array of subjects that are critical to the business.

It was the mentors that I had along my career that inspired me, so the Young Leaders Programme was established to inspire the next generation to think about mining as a career and to engage the industry players in that conversation.

The first Young Leaders Programme was in 2015 at a time when commodity prices were coming off their highs so jobs in mining were limited and companies were talking about automation, South African youth unemployment was rising to unprecedented levels, civil society was questioning the relevance of mining and students weren't convinced they wanted to be involved in the sector. Our goal was to convene a conversation between key stakeholders as we believe that when people discover they share a concern, change begins.

In 2019 we had over 600 participants and held our first Leaders of Tomorrow competition where we had equal number of female and male finalists, with a year of mentoring for the winner.

## **What steps does the industry need to take to build a future pipeline of young female talent?**

I think the real issue is how to create a pipeline of young diverse talent; so not only female but young men as well, and of different ethnicities. The first thing the industry needs to ask itself is 'do young people want to work in mining and if not, why, and how can we change that?'

A CEO said to me recently that he was finding it difficult to



## *We are seeing a change from brawn to brain as new skills are needed, but it must not stop at the majors*

recruit women because they don't want to work in mining. He said it is male dominated, tough physical work in remote locations, a lot of travel, and long hours so diversity will always be a problem. This is an outdated way of thinking. It is expecting people to adapt to the job rather than adapting the job to the people. The model of 'just fit in' doesn't work anymore with millennials demanding more from their workplace, more than one family member working, childcare demands, and an increasing focus on health and mental health.

A number of the majors have begun this process by re-inventing mining that is more socially acceptable using technology which has allowed a change in the workplace to be more attractive to young and female talent. We are seeing a change in hiring from 'brawn to brain' as new skills are now needed but this change must not stop at the majors. Many young people begin their careers with smaller companies so the leaders of these companies need to rethink how they can attract a more diverse workforce with a more diverse and modern set of skills – the benefits are clear.

One of the projects we are undertaking this year at WIM is to create a Global Diversity Index with EY so every company around the world can benchmark themselves against an aggregated index to measure their progress on gender diversity against the industry as a whole. Our goal is to have the index reach beyond the Board and the C-suite all the way to the 'shop floor.' There will be no pass or fail, diversity is a journey and the index is a way for companies to map and inform all stakeholders how they are doing, what needs further focus, and what barriers need to be overcome.

### **What can female students or young graduates starting their careers in the mining industry do to give themselves the best chance of success?**

In my observation and experience, the secret to success is hard work and a bit of luck. The magic is to be open to opportunity and run with it, and while this may take you around the world or into a sphere you hadn't anticipated, it will make your career fun and you will learn a lot from the people you meet along the way.

In the same vein, I would also say to young women to believe in yourself and don't give up. There will be plenty of

injustices along the way but you can be part of the generation to make the changes we need to attract more diversity and build a better mining industry. Women make well over 75% of all purchasing decisions around the world – that's worth \$28 trillion – so we matter!

On a practical note, look at the trends in society and how they are impacting the mining industry and figure out how to be part of the solution. Big issues like energy and water consumption, emissions, safety, tailings dams, and community engagement need solutions and these subjects can forge excellent careers.

The amazing thing about the WIM network is that you can meet women and men in all sorts of jobs that relate to mining. There is a saying that you can't be what you can't see, so networking and being mentored is incredibly important at every stage of our careers.

### **What are the skills that modern mines really need? How do you stand out and get noticed in today's job market?**

We can imagine the mine of the future to use no water, have no tailings, use 100% renewable energy, have zero emissions, have no people doing dangerous jobs, and have a clear and supported career path for a diverse workforce. These aspirations open up a plethora of opportunity across every level in every business that is or services mining. It is our responsibility to be creative and think about how to be part of solving some of these complex technical, environmental and social issues, and give ourselves permission to think big and be brave.

Skills like data science, mathematics, AI, robotics, environmental science, anthropology, psychology, law, philosophy, politics, and economics, communications, are just a few that are required to create the mine of the future. It's more about brain than brawn that will get you noticed.

Many of the women who featured in our 100 Global Inspirational Women in Mining publication have been publicly celebrated by their employers and colleagues in annual reports and online so this has been a tremendous way to promote women and get noticed.

## What are the core activities that Women in Mining UK organise to further the diversity agenda?

WIM was founded in the UK in 2006 as a not for profit organisation with a handful of volunteers and we have come a long way since then with over 2,000 professionals as members and a 40-strong volunteer base that supports the organisation alongside our Foundation and Pro-Bono Partners.

Our fundamental strategy is to inspire women to join the mining sector, to advocate for them throughout their career, and to promote the role of women within mining.

We do this in the following ways:

### #WIMInspire

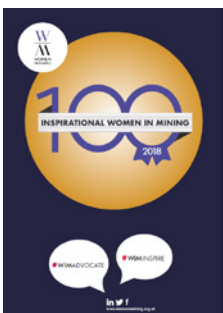
- We publish the 100 Global Inspirational Women in Mining book every two years as a way of sharing inspirational stories around the world to our peers
  - We hold monthly educational events on issues and topics our members want to know more about; these usually take the form of panel sessions with interactive Q&A
- We hold regular networking events for our members to meet other women and men in the mining community

### #WIMPromote:

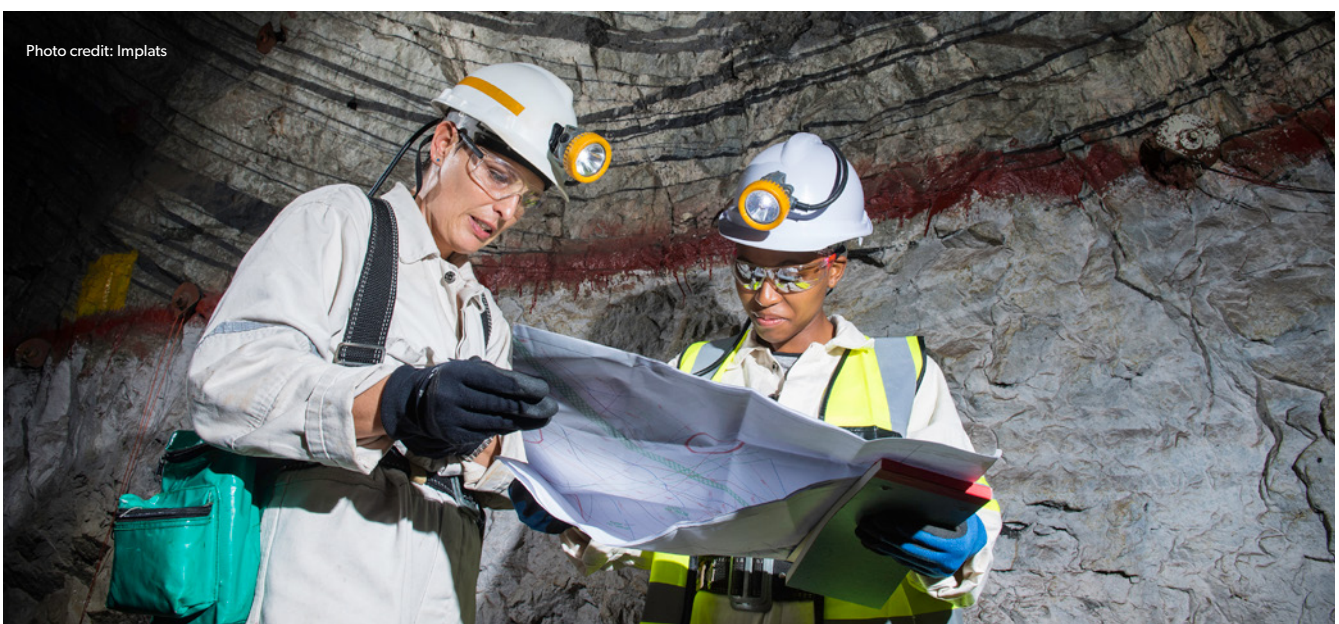
- We have secured two paid internships with our Foundation Partner, Anglo American
- We partner with the Cambourne School of Mines to offer two scholarships each year, worth £6,000 each
- We hold speed mentoring evenings during which women meet multiple mentors in an informal setting to have more than one point of view
- We have partnered with most mining conferences around the world, including Mining Indaba, to encourage more female representation by providing female speakers

### #WIMAdvocate:

- We publish thought leadership research and analysis in collaboration with our Partners
- We are developing a Global Diversity Index so mining companies will have a third party industry benchmark to measure their progress
- We collaborate with other WIM groups around the world by sharing knowledge, ideas and networks to support development in their local market
- We are visible at all major global mining conferences – as speakers advocating women in mining



[Click here to download](#) the 2018 edition of '100 Global Inspirational Women in Mining'





# Advocating for women in the industry

An interview with **Thabile Makgala**, Executive, **Mining at Impala Platinum** and Chairperson, **WiMSA**



Thabile Makgala is the Executive: Mining at Implats. Prior to joining Implats, Thabile held various senior positions at Gold Fields, AngloGold Ashanti and AngloAmerican. In 2018, she was selected as one of the “Top 100 Global Inspirational Women in Mining”, by Women in Mining UK, making her one of 16 women selected in South Africa. Thabile is the current chairperson of Women in Mining South Africa (WiMSA) and made history by being the first female Mining Engineer Graduate at Gold fields Kloof and Driefontein division (Now Sibanye Gold). Thabile is a member of the South African Institute of Mining and Metallurgy and Institute of Directors in Southern Africa.

## What initially inspired you to work towards a career in the mining industry?

Few women were involved in the industry when I started out. I wanted to contribute to the progression of women working in the industry, ensure that our voices were heard and reshape the conversation about women in the mining industry.

## What are the biggest challenges you’ve faced in your career so far, and how did you overcome them?

I faced numerous career challenges as I progressed through the ranks to hold senior positions at Anglo-American, Anglo Gold Ashanti, Gold Fields and now Implats.

My first role as a learner official at Gold Fields (now Sibanye Gold) where I was the first female Mining graduate at the operations was filled with many obstacles. The operations did not have the necessary facilities in place to accommodate females and the personal protective equipment (PPE) was not suitable for me.

My abilities as I progressed through my career were questioned and at times it was challenging to lead

employees much older than myself. But with determination, drive, education and and fostering good relationships with my employees and colleagues I was able to overcome these challenges and become successful.

Fundamental elements such as empowering, caring, showing respect, connecting with and growing our female talent are a concern in the industry. I hope that the conversation about women, parity and inclusion will have advanced 10 years from now, and that the industry will have embraced the concerns of women through continued engagement and genuine concerted efforts.

## Are attitudes towards diversity in the South African mining industry changing? If so, what do you think is driving this change?

It is encouraging to witness so many women succeed in an industry that has largely been developed for and by our male counterparts. Although there have been positive steps taken to assist with the integration and development of women into the mining industry, and attitudes toward diversity are changing, more deliberate and proactive action is still required. We cannot rely on legislation alone to change attitudes.

## Have you seen any examples of great pro-diversity initiatives in the industry that really stood out to you?

In the build up to the 2019 Mining Indaba, its organisers identified a number of key themes that would be explored throughout the landmark 25th anniversary event. One of the themes high on the agenda was women in mining, after Mining Indaba came out in support of a more diverse future in the sector. It also pledged to include at least one female in each panel discussion, and partnered with some organisations advocating for women in mining, including Women in Mining South Africa (WiMSA) to nominate female panellists.

There have been CEOs and captains of industry who do support diversity in the workplace, and Implats CEO Nico Muller's deliberate actions to ensure a representative workplace can be applauded, as well as the organisers of the Junior Indaba held in Johannesburg who have increased female participation at their event.

## What projects are WiMSA working on at the moment?

- We facilitate both regional and international inter-company mentorships to assist with the professional growth of women in the industry.
- We present at local and international mining events and workshops to create awareness and change perceptions in the industry about women in mining.
- We facilitate speakers to speak at our events on topics relevant to the progression and development of women. These also provide great networking opportunities.
- To be a thought leader in the mining industry and gender equality space, we contribute and write articles for industry publications.
- In our endeavour to ensure that we build a pipeline of women for the mining industry we host career days for school, exposing girls and young women to opportunities in the industry as well as in STEM careers.



# #Metoomining and the inclusion conversation

An interview with **Barbara Dischinger**, Founder and Director, **International Women in Mining**



Barbara Dischinger is passionate about the advancement & promotion of women. She set up Women in Mining UK in April 2006 and International Women in Mining in November 2007. Barbara worked in executive search for 15 years including 9 years in mining prior to joining the WISE Campaign (Women in Science and Engineering) in 2015 to advance her knowledge of Diversity & Inclusion. She also sits on the steering committee of Women in Rail.

## **You set up International Women in Mining (IWIM) in November 2007 - has the industry changed in regards to diversity since then and if so, how?**

Yes dramatically. In 2007 diversity was in its infancy. It is now accepted – via lots of research – that diverse and inclusive teams perform much better than homogenous ones. Many companies have put initiatives and plans into action to reach that goal. Back in 2007, there were around 15 women in mining chapters around the world and there are now around 60 in 40 countries, showing an organic need for women to set up networks.

IWiM has helped many of these local chapters during their set up phase and we continue to do so across all continents. We connect groups to members and other groups. Another big change is that it has become acceptable to talk about women in mining, women on boards, women in leadership. Conversations are now emerging about sexism and harassment in mining via #metoomining showing that the inclusion conversation is becoming more mature.

## **Why did you choose a career in mining? Why should young women pursue careers in this sector, what's exciting about the industry we're in?**

Mining is very vast and needs every skill: from exploration to project, construction, community relations, environmental

and social, process, laboratory, research & development, tech and innovation, rail, port and logistics, mine planning, mine closure, remediation, recruitment and HR, finance and legal, marketing, sales, IR, comms and PR etc to just name a few broad areas – so there is a place for everyone!

Its global nature also makes it very appealing with lots of opportunity to travel and explore. As everything that isn't farmed is mined, mining is here to stay, so mining skills will always be required and it generally pays well.

## **What do you think are the biggest sector challenges women are facing?**

The biggest challenge is the prevailing culture which means fewer women join or are successful when they do want to join; fewer women get promoted or have linear careers, which is very similar to other STEM sectors. Women get paid less, female employees face sexism or harassment at work, and sadly in certain instances all the way to abuse.

Many companies still don't provide female PPE so women work in inappropriate and unsafe work wear. Women have less access to opportunities, stretch assignments and internal openings. Women are sponsored very rarely. There are very few women in senior leadership positions or at the helm.

Yes, there are specific challenges for women with young

children who want to stay actively working on fly in fly out rosters etc. and many go into office jobs or leave mining. But all issues can't be assigned to women with children as those without families also don't progress.

### **What needs to change within the mining industry to make the sector more attractive to women?**

The industry needs to make joint efforts to change its image, showing its benefits, opportunities and its strong place in the world economy and move away from old stereotypes. Most large mining companies started putting initiatives in place to attract more women many years ago. Many are reaping the results. But, smaller companies and especially junior miners lag behind.

Progress has been easier in office environments and more needs to be done at camp sites, construction sites and mine sites. Mining needs to share data about how many women work in the sector. We can't see progress or track and measure it, if there are no figures. This is why we have a research team and have worked with bodies like the World Bank, European Bank of Reconstruction and Development and Adam Smith International on projects.



*The industry needs to make joint efforts to change its image, showing its benefits, opportunities and its strong place in the world economy*

### **What is the commercial benefit for mining companies to increase diversity of their workforce?**

There are so many and today the business case for diversity seems intuitive. Teams of mixed gender, ethnicity, physical ability, age and sexual orientation are more representative of customers. They offer a variety of viewpoints and a wider range of experience, which improves decision-making and problem-solving.

The research most often cited as evidence is provided by separate studies by consultants Catalyst and McKinsey which have found that high returns on equity correlate with greater diversity and expanded market share. The evidence that recruiting, retaining and promoting more women feeds through into hard results is hard to ignore.

Companies in the top quartile for gender diversity in executive teams are 21% more likely to have financial returns above their industry's national median than companies in the fourth quartile.

Gender-focused companies out-performed the MSCI World Index (covering 1600 large and mid-capital companies in 23 countries) by 2% a year on average between 2011 and November 2017.

The most pressing reason for employing more women as scientists, engineers and technologists is that – at a time of continuing skills shortages – companies cannot afford to do otherwise. Improving gender diversity and establishing a more inclusive culture within an organisation mean better employee engagement, with the potential to improve productivity and transform the business.

### **How does International Women in Mining (IWIM) support women in the sector?**

Our remit is broad and we have an international scope. We support women via our global projects and by connecting them with groups, opportunities, other women in the sector and information.

International Women in Mining (IWIM) - internationalwim.org - is the fastest growing network for women in the mining industry, with 10,000 members in over 100 countries, supporting 50+ WiM groups around the world. We are a small, mainly volunteer-led, team based from Vancouver to Brisbane. Our focus is to create and realise opportunities for our members and all women in the mining sector, and so make mining more inclusive.

#### **Our projects:**

- Increase the number of women serving on boards via our Women on Boards webinar programme;
- Increase the number of women presenting at mining conferences via IWIMSpeakUp project;
- Progress women's careers via a global mentoring programme;
- Improve the representation of women in the industry via our photo campaign;
- Research and reports around the contribution of women in mining and gender in extractives, like our work with Adam Smith International, which is being adopted by policy makers. [Click here](#) to download the report.

# The business case for gender diversity

Summary of a podcast with **Tom Albanese**, moderated by **Nichole McCulloch**



## **Tom Albanese, Director, Nevada Copper & Director, Franco-Nevada**

Tom Albanese is the former Chief Executive Officer of Vedanta Resources plc. In addition, Tom was also the Chief Executive Officer of Vedanta Limited until his retirement in end of August 2017. Tom has previously served on the Boards of Konkola Copper Mines, Ivanhoe Mines, Palabora Mining Company and Turquoise Hill Resources Limited. He brings a wealth of mining experience from Rio Tinto, the second largest global diversified mining company, where he was appointed a member of the Board in March 2006 and the Chief Executive for the period beginning May 2007 to January 2013. Tom currently serves as the Lead Independent Director of Nevada Copper. In addition, he is involved in two private consortiums – Deep Sea Mining and European Mine Privatization.

### **What changes have you seen throughout your career in regards to the diversity agenda?**

When I was going to University in the classes of engineers there was maybe 25-30 men and 1 woman. If you go to University now you'd see a much better balance. So the intake of people coming into mining and engineering related fields is a much more diverse intake than it would have been when I started my career. And I think that's the start of a continued positive shift towards better diversity in the decades ahead.

I think the main challenges are in some cases the same as many other industries where often women will have different competing priorities in their 20s and 30s than men would, so it makes it harder for women to progressively advance side by side with their male counterparts in those key 10-20 years after University.

It's up to the companies to recognise this as a problem they need to address. I can remember 20 years ago when the concept of flexi-time working and working from home would've been a complete non-starter. First of all we didn't have the technology to allow it and secondly the attitude wasn't there.

Over the past 5-10 years there's been a much more positive attitude from companies towards flexi-time, scheduling and working from home than in the past. That works very well

in an office setting, but it's more difficult onsite at a mine, so there are still challenges to be overcome on an ongoing basis, but the key is that the companies themselves need to be as proactive as they can be in recognising that women in their 20s and 30s may need some flexibility in terms of work schedules. The technology has advanced so that much more can be done from home now than it used to be.

### **Is there a commercial argument for diversity?**

There's clearly a commercial argument for diversity, particularly in the mining sector where there have not been enough professionals in the field. It's important to have as large a pool available as possible. We can't just hand-pick half the population. There's also pressure on highly visible companies from investors who want to see more diversity. That is a very clear and fundamental commercial driver. Companies must take notice if their largest investors are saying 'we want to see diversity targets and we want to see how you're performing against them.'

### **What can the industry do to better market itself to young people and show that it is a changing and innovative industry?**

I think it depends on the country – for countries like Canada, South Africa and Australia where mining is an important part

of the economic landscape, there is less of a challenge in attracting women. I'd say in the U.S where mining is not seen to be a dominant industry it is a much more difficult proposition. Because first of all women don't know about the mining industry, and secondly what they do hear about it is that it's biased or for male workers. This applies for the operator roles as well as the professional roles.

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*Companies must take notice if their largest investors are saying 'we want to see diversity targets and we want to see how you're performing against them.'*

I also think it's critical for women to have mentors in the industry and for men to be stepping up and supporting high performers in their organisations. Senior executive men need to develop networks to coach and mentor women in their companies to help progress their career development.

**Do you think boards need to look at the types of individuals they are recruiting and the overall composition to be more reflective of modern society?**

Absolutely, however one of the challenges that boards do face in bringing women into the boardroom is that many of the men there are in their late 50s/60s and developed their career in a time when diversity wasn't an issue on the table. So women have been playing catch-up and as a consequence of that boards don't find women with the experience to meet shareholders' requirements.

So they are recruiting younger women, even those in their late 30s, which means that the women have to gain their experience in the boardroom. The men I've worked with are very helpful in making sure they get that experience and training, but it does mean the age demographics for women on boards tends to be younger than men.

I also think we may have a problem in the next decade because senior women in their 40s/50s are being headhunted for board roles and taken out of the possible pool of talent for executive C-level positions instead. As well as having more women on boards, I think the talent pipeline for executive roles also needs to be addressed.

**Have you seen any good examples of mining companies putting diversity policies into practice?**

Vedanta is very proactive in this area – they have a policy to ensure that there's a roughly 50/50 gender mix of new graduate intake and that women are given very fair and visible treatment when being considered for promotional opportunities. That does create a better demographic mix, particularly within the younger ranks of the professional pool.

I think the most successful companies have leadership who are proactive in pushing for diversity. Everyone's getting the message, it's just a question of how well they can execute that message.

**What advice would you give to a young graduate looking at starting her career in the industry?**

Typically women will gravitate towards the roles in functional areas – finance, HR, communications, health & safety etc.. which is fine, but it's very important for women, especially in the early parts of their careers, to get onsite experience: managing operations, leading teams, gaining real life experience beyond the boundaries of what they've learned in school. It will give them the leading edge when being picked for more senior roles.

**What piece of advice would you give the industry to better engage with men to promote this agenda?**

Men have to see their female peers as part of the team, not just there to fulfil diversity quotas or be competition for their next roles going forward. It's important that male members be great team players to their female co-workers.

# The business case for gender diversity

Summary of a podcast with **Ursula Maritz**, moderated by **Nichole McCulloch**



## **Ursula Maritz, Chief Investment Officer, Southern Charter**

With over 28 years of industry experience under her belt, Ursula was formerly a senior portfolio manager and co-head of Asset Allocation at Sanlam Multi-Managers. She has also gained extensive investment experience at OMAM, Foord, and Mercer Investment Consulting. She has been employed at Southern Charter for nine years and, as Chief Investment Officer, is currently responsible for the overall investment process and strategy at Southern Charter Fund.

### **Building a Pipeline of Female Talent in the Industry**

Since the 1990s there's been a big shift in the diversity agenda with more women entering senior management and board level positions in many big mining companies. However I believe more can be done to expand the talent pool and attract more women to the industry, especially at the earlier stages.

Mining companies need to go out to schools and universities to show the diversity of careers in the mining sector. Better advertising in magazines, on TV and online would also help. The Top 100 Global Women in Mining book produced by Women in Mining UK was a great initiative and we need more literature like that to be produced and handed out to girls who are choosing what they want to study at school so that they are aware of mining as a career path.

When I was growing up I never considered a career in mining myself because it was such a male dominated world and I was never exposed to opportunities in it. I worked in the investment industry where there were similar barriers because it was also very male-dominated and there weren't many female role models and mentors available to guide women in their careers. So I think the investment industry was very similar, though less arduous and physically safer.

### **The Effect of Diversity Legislation**

The South African Mining Charter is pushing companies towards diversity which is great because a larger pipeline

of women coming through means more mentors and role models, which is important for changing the mindset of the industry and tackling pre-conceived ideas about what people who do a certain job should look like. There are many roles for women that don't involve having to go underground, and that needs to be communicated better by the mining industry.

### **Investment Trends of the Future**

I think the future trend is that ESGs (environmental, social and governance factors) will become more of a consideration when choosing which companies to invest in. I wouldn't invest in a company purely based on gender diversity as it would need to meet lots of other investment criteria, however good management is a criteria we look at and diversity would be in favour of the company as there's been a lot of research showing that improved gender diversity correlates to better performance.

Some companies are more committed than others to making sure the workplace is attractive for women, for example with childcare facilities and separate changing rooms. Making the culture more female-friendly comes from having a senior management who show that they care about the issue and are trying to change.

Diversity is essential for building cohesion both at a company level and in society as a whole through promoting tolerance for different points of view, bringing fresh solutions to problems, and creating harmony between different ethnic and gender groups.

# The business case for gender diversity

Summary of a podcast with **Norman Mbazima**, moderated by **Nichole McCulloch**



## **Norman Mbazima, Former Deputy Chairman, Anglo American South Africa**

Norman Mbazima was Deputy Chairman of Anglo American South Africa and a member of Anglo American's Group Management Committee (GMC). Norman was previously CEO of Kumba Iron Ore, a business unit of Anglo American, and before that CEO of Anglo American's Thermal Coal business. He joined Anglo American in 2001. His other former roles include: CEO of Scaw Metals, Finance Director and Acting CEO of the Platinum business unit as well as CFO of the former Anglo Coal business unit and CFO of Konkola Copper mines.

### **Progress in the South African Mining Industry**

South Africa is a major mining jurisdiction and before 1994 underground mining work was exclusively done by men. However in 2004 it became a legal requirement to increase the proportion of minorities in the workforce and reach a 10% target. This was a major milestone, and since then many changes have been made in the industry to accommodate women.

At Anglo American we have targets to meet at every level of management which our mining license is dependent on, but since then we have also tried to make the demographic of our workforce reflective of the country's population. We have seen phenomenal results from this and it's really opened up our talent pool.

### **Beyond Diversity Quotas**

I think the mining charter was a great catalyst for the diversity agenda and moved things along quicker. However I think implementing diversity policies and seeing the positive impacts on production, safety and the workplace has made companies realise it's the right thing to do and thus it has its own impetus.

There have been so many studies showing that having diversity of nationality, ethnicity and gender tends to improve business results. In certain countries there are still cultural mindsets that say certain kinds of work are for men, or x group of people, and that's what we need to work really hard to overcome.

### **Working with Local Communities**

The mining industry has always worked with communities, because generally the mines are in very rural, poor communities and I think the industry has done a great job helping them to get ahead. However I think it's important to help these communities envision where development could take them with our help and develop a plan together to get us there.

We need to have a common understanding and common expectation for what our roles are going to be to make that development happen, and plan the development so that we all have ownership of it, which is something we haven't done so well. However we have been working on this over the past few years, and I'm really hopeful for the future.

### **Moving Towards the Future**

Diversity improves company performance results. It's also good for the cohesion of society, especially in South Africa where we've had a difficult past in which segregation was legalised and systematically put into place. It's clear that if we are to move forwards together into the future, we need to address that by reflecting the demographics of the country in our workforces.

Diversity brings richer social interactions and new ideas. I think there's a misconception that those who were previously advantaged are now disadvantaged, but I don't think that's true. We have to continue to expand the opportunities and grow the industry so that there are enough opportunities for everyone.



# My opportunity has come to change the industry from within

An interview with **Olebogeng Sentsho**, CEO, **Simba Mgodì Fund**



Olebogeng Sentsho is an entrepreneur with interests in mining and energy. She is the Chief Executive Officer at The Simba Mgodì Mining Incubation Fund, a development fund that supports emerging entrepreneurs in Mining and mining services. Olebogeng serves on the boards of several mining services companies and has extensive experience in investment analysis and deal making.

## **Starting a new business is a risky venture – what gave you the courage and motivation to start up Yeabo Mining? What did you want to achieve?**

I was a newbie in the industry when I started Yeabo Mining. I was in the investment analysis space and was intrigued by the mineral value chain and the opportunities for innovation that lay within. I subsequently got involved with Yeabo Mining through one of the companies that had come to my employers for investment. I left the company and never looked back. My intention at the time was to develop and grow a business that was pioneering in the waste management space. I advocated a great deal for sustainable mining practices between 2014 and 2016 but it didn't get me far because the industry was not ready.

I was lucky enough to find a partner who had the financial resources to purchase the company and liberate me from the company in 2016. I had grown fatigued of

trying to change the industry and its waste management processes from the outside. It was at this point that I was approached by my mentor, Dr Sakhile Ngobo to start SMF with him and our other partners. My opportunity had come to change the industry from within.

## **What support, financial or otherwise, have you received that has made a positive impact on your business?**

When SMF started, we had absolutely no money. Every cent we had was from personal savings and each and every deal we made was literally leveraged through a relationship. This was slow and tedious but it gave us a very deep network of impactful financiers. These financiers wanted us to develop projects for them. This gave us a great source of Opex. We utilised our profits intelligently and started our investment

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*I've learnt to say no to opportunities that are beneath me and say yes to challenges. The distinction is delicate and subtle in nature.*

portfolio. This then catapulted us onto the crowd funding space and began to grow our investor base for our suite of projects.

**How can the mining industry better encourage and support young entrepreneurs like yourself?**

The mining industry needs to draft a transformation charter that very specifically maps the trajectory of young women in the industry from graduate level. It must be up to them to decide their career movement. Until we legislate and ratify for young women, they will forever remain obscure.

**What are the most valuable lessons you've learned from starting your own business?**

I've learnt to say no to opportunities that are beneath me

and say yes to challenges. The distinction is delicate and subtle in nature. Often, business leaders look for the easy money, not the money that makes the most difference. I dare to make a difference. Job creation and adding value remain paramount.

**If you could go back to the start of your career, is there anything you would've done differently?**

Yup! I would have studied Mining Engineering. I'm currently doing my Msc in Mining Engineering at Wits. I feel I could have been much farther at this point in my career.

**What is one piece of advice you would give to other female entrepreneurs in the mining industry?**

Mining is a blood sport. Fear is your enemy, pain is your friend. Play hard and win!



# Diversity policies in practice

An interview with **John Paul Welborn**, Managing Director and CEO, **Resolute Mining**



Mr John Welborn was appointed Managing Director and Chief Executive Officer of Resolute Mining on 1 July 2015. Mr Welborn is a Chartered Accountant with a Bachelor of Commerce degree from the University of Western Australia and is a Fellow of the Institute of Chartered Accountants in Australia, a Fellow of the Australian Institute of Management and is a member of the Australian Institute of Mining and Metallurgy, the Financial Services Institute of Australasia, and the Australian Institute of Company Directors.

## What is the current gender ratio of Resolute Mining Limited's senior management and board?

Resolute's overall representation of women increased in FY18 relative to 30 June 2018 and now stands at 21.3%, relative to the Workplace Gender Equality Agency (WGEA) 2016-2017 average of 16%. Women comprise 50% of Resolute's Key Management Personnel relative to the WGEA average of 15%. The Resolute Board is comprised of 33% female directors.

## How effective has your diversity policy been in creating a more inclusive workforce at Resolute?

Resolute respects and encourages workplace diversity and strives to create a flexible and inclusive work environment. Resolute endeavours to treat all employees equally and fairly, regardless of gender, age, culture, religion or disability.

Our Diversity and Inclusion Policy outlines the company's commitment to maintain a high performing workforce that is representative of the communities in which we operate. This includes but is not limited to; representation of gender, indigenous and national workforce diversity.

## How do you ensure it is acted on?

Resolute's Diversity and Inclusion Policy is governed by the company's board along with the executive and management teams who are responsible for devising and implementing strategies to achieve Resolute's diversity objectives. These include:

- on an annual basis the Nomination Committee will approve measurable diversity objectives;
- annually management will report to the Nomination Committee on the progress towards achieving these measurable objectives; and
- complying with the ASX Corporate Governance Principles and Recommendations on diversity.

Our personnel are required to:

- comply with this Policy;
- contribute towards a high performing diverse culture; and
- report any breaches or concerns related to this Policy to the Company Secretary or a representative from the People and Culture team.

The policy also applies to the recruitment process, where we are committed to selecting the best candidate for each role from a diverse field of candidates. Our people and culture team are now integral in our recruitment process to provide a balanced approach in consideration of our policy when interviewing candidates.

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## *We want to positively impact the local and broader community in which we operate”*

### **What measurable objectives have you set for diversity?**

Resolute is committed to establishing measurable objectives for gender diversity. Resolute values diversity of perspective, including the diverse thinking, styles, skills and experiences of our people. While gender targets are still in their early stages at Resolute, the diversity and inclusion conversation is very much alive and part of our planning for future growth.

The executive team has challenged management to effect incremental increases in female employees across the business, particularly in management roles where the gender balance can be most effective and influential to drive real cultural change and improve gender balance throughout the organisation. At Syama, the Resolute Malian Talent Development Program is designed to upskill new leaders and provide locals with senior management opportunities.

### **What is done within the company to make the culture and working environment more female-friendly, and to support the career progression of female employees?**

Resolute is committed to promoting an inclusive culture that values diversity and differences by developing and

offering work arrangements that help to meet the needs of a diverse work force.

In Resolute’s Australian corporate working environment we are adopting flexible work arrangements for employees to work from home or work tailored hours on occasion. Technology provides the opportunity for this arrangement to be seamless and we see many positive benefits to these arrangements including a more engaged workforce and increased productivity.

Flexible work arrangements are a little harder to offer in the operational space due to the remote locations of our sites, particularly in southern Mali. Resolute is looking for ways to offer highly talented personnel at our operations flexible work arrangements with opportunities to move in different parts of the business for periods of time.

The local context of our operations at Syama in Mali presents different issues we need to solve in terms of our commitment to gender balance and inclusion. The automation of our Syama Underground Mine is a terrific example of how our overarching corporate strategies create value for shareholders and support our approach to diversity and inclusion when recruiting for specific site-based roles.

In Mali, local law deems that all women, whether local or expatriate personnel, cannot work underground. One of the great outcomes of our automation process is the fact

Resolute mining team members at the Syama Gold Mine, Mali



we can recruit female talent at Syama to undertake highly skilled roles, operating the underground automation equipment, above ground.

### **What lessons have you learnt from implementing a diversity policy in your company?**

Diversity and inclusion are integral to our business, particularly our operations in West Africa. We undertake important work in the communities in which we operate which we share with governments, investors and stakeholders, and the wider talent pool. At Resolute we conduct a community needs analysis program which we run at Syama with the aim of developing greater sustainability for the communities in which we work.

This important program is a critical part of our business in Africa. We are looking at water solutions in Mali and run other programs where we support our local communities to grow their own crops and run their own farms. Resolute also supports a viable local business run by women who make shea butter products including soap which we purchase and use at our mine site.

Resolute, along with our peers as responsible miners, must promote these stories which underpin how the global mining industry is active in improving diversity and inclusion in all facets of business.

### **What do you think the next big labour force trends will be in the mining industry in the next decade?**

Gender balance and inclusion is key to the future of the global mining industry for many reasons and there is more we can do to bring this into focus within our business, other than through direct recruitment. At Resolute we consider diversity and inclusion not only in our recruitment process but also in the management of our supply value chain.

In Mali, we want to positively impact the local and broader community in which we operate. We engage numerous contractors at Syama, the majority of which is our workforce. We looked at the associated cost and asked ourselves to make real change to diversity and inclusion at Syama through our supply contracts. To do so we bring gender and local content into our local supply contracts at the tender stage. By setting manageable targets for suppliers on the gender and inclusion issue, we are achieving real change.

Resolute is developing a legacy for the communities in which we operate, whereby local companies and business can grow, and develop skilled local workforces which are gender balanced. We see this as a powerful tool for mining companies to push gender and local content into supply contracts which will develop local business and enrich the lives of local people.



Resolute mining team members at the Syama Gold Mine, Mali



# Attracting top talent in the industry

An interview with **Nichole McCulloch**, MD,  
**Clifton Hill Associates**



Nichole is the former MD of Women in Mining UK. She possesses over a decade's worth of professional experience in leadership development, executive recruitment, and client management. As MD of Clifton Hill Associates, she is using this experience to advise clients on how to create a proactive strategy around talent and leadership both at an executive and board level.

## **How much of the global mining labour force is made up of women, and has this figure increased in the past 10 years?**

We have certainly seen an increase in the numbers of women working in the mining industry and the types of roles they are working in, however there are currently no actual definitive figures on the numbers of women globally in the industry. This is something that needs to be remedied and I'm pleased to say that Women in Mining is looking to address this in the near future. Without a benchmark of where we are, it is hard to know where we are going and what we should be aiming for.

Importantly, we are seeing change right at the top, at the leadership level of the industry, for example in 2012 54% of companies in the top 500 mining companies by market cap had an all male board - by 2015 this had been reduced to 39%. More recently we have seen the recent appointments of Elizabeth Gains as CEO and Julie Shuttleworth as Deputy CEO of Fortescue, Marie Inkster as CEO of Lundin Mining and Noreen Doyle as Chair of Newmont's Board, to name a few.

This demonstrates the industry is changing, that women's participation is being recognized and that companies are increasingly aware of the benefits diversity brings to both their business and their corporate culture and I would like to think advocacy groups like Women in Mining have made a contribution towards this.

## **How can supporting women in the mining industry benefit the sector as a whole?**

There is no doubt that having a more diverse workforce, not only around gender, creates a more inclusive culture which enables diversity of thought which, in turn, is shown to result in better decision making, stronger governance and improved economic performance.

For example, a recent report from the Peterson Institute for International Economics found that 30% of female representation on boards could add up to 6 percentage points to net margin. In addition, having more women in the sector creates more role models and mentoring, this makes the industry more attractive to more progressive graduates, ensuring that the industry continues to attract top talent. Without women, the industry would be missing out on essentially half of the global talent out there.

## **What do you think are the biggest sector challenges women are facing?**

I think it's about ensuring there is a comprehensive career development path for women that will ultimately see at least 30% of women on senior executive management teams, not just at a board level, not just the majors, but across all companies in the industry, seeing women at every level of management from junior explorers upwards. This will then

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*Without women, the industry would be missing out on essentially half of the global talent out there.*

lead to the necessary changes at the mine site level, driven by female participation in the leadership, as well as tackling the practical issues such as safety, appropriate workwear, travel, daycare, maternity and paternity rights, etc...

**There's been a lot of talk about the skills shortage in the mining industry – what is the cause of it and could a focus on gender diversity be a solution?**

I think the cause is that our industry, in the eyes of graduates, is still seen as old fashioned and perhaps “dirty”. They are drawn to industries they think are innovative and modern. 50% of graduates are women and that is rising, so yes ensuring women are thriving in our industry is helpful. Mining is innovative in ways a lot of graduates are drawn towards; we need to do a better job as an industry of promoting ourselves to students long before they reach university.

**Is there a gender bias against female candidates during the recruitment process, and if so how can companies tackle it?**

I think sadly there can be; often people make assumptions about things such as willingness to travel to different jurisdictions and what their future family plans are. We all do it, most of the time without even realising it, about both women and men.

To tackle it you must admit that it exists and understand it doesn't make you a bad person, just human. Trying things like blind recruitment, where names and other details like the name of the school the candidate went to are hidden, can be helpful so that you are introduced to a career profile first and gender only when it comes to a face to face meeting.

**How can mining companies better market themselves to young female talent in the industry?**

There are several things they can do. First, ensuring that you have good strong female role models at the top of your organisation to demonstrate potential career paths as well as mentoring and sponsorship opportunities. In addition, good risk management and an innovative approach to things such as climate change and corporate responsibility will not only attract female talent, but all young talent.

Photo credit: Glencore



# The young leaders of the mining industry

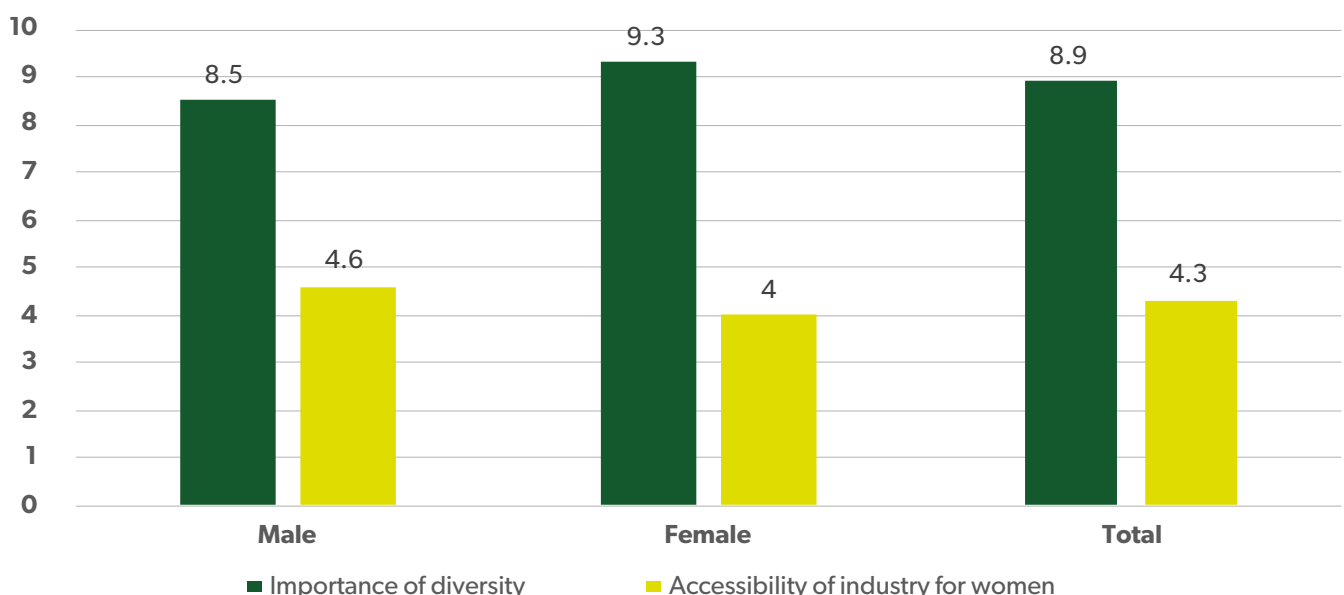
## A study around views on diversity among students of mining-related disciplines

Mining Indaba is committed to supporting the next generation of young leaders in mining, and helping to ensure that the talent pool is diverse and accessible to all genders. This was reflected in our Young Leaders Programme at Mining Indaba 2019, a free careers development programme for students and recent graduates of mining-related disciplines.

Following on from the success of the programme, we conducted a student survey with the help of our University and industry partners to understand how young people in the mining industry perceive gender diversity, and their thoughts on how we can make a difference to the sector going forwards.

### How important is gender diversity to the economic success of the mining industry, and how accessible is the industry for women?

75 South African students in mining-related disciplines took part in the survey in total. The graph below shows the average of their responses, with 10 being most important and most accessible.



The results show a big gap in perceptions, with the students valuing gender diversity as an important driver of economic success yet also acknowledging a lack of opportunities for women in the industry. Women tended to rank diversity higher on the importance scale and lower on the accessibility scale than men, showing a difference in perception between genders.



# Are companies making greater effort to increase diversity and inclusion?

The most popular answer given by the students interviewed is that there has been some progress, though not enough. While attitudes towards diversity are changing, adoption has been slow and uneven across the industry, dependent on company culture. Below are some of the top answers given.

"There is progress, although it is not addressing high-impact issues"

"Yes, but I still believe they can do more especially when it comes to protecting women working in mining operations"

"Yes, the change of PPE to the 2-piece system is great as well as having separate underground toilets"

"Yes and one such company is South32 - what they have done is taken a preference at acquiring women and people from mining communities through their bursary schemes"

"These industries are still very male dominated. There has been an improvement of late but more still has to be done"

"Yes they have. Diversity and inclusion is being done very well in lower level supervisory positions but the higher you go the less women there are. This is concerning"

"Companies are not making enough effort. Women need to be paid equally to men and having a higher number of women in a company does not mean it is diverse. Women need more leadership and influential positions and equal pay."

"No, I have not seen improvement but I have seen an effort. Companies look at managing diversity as a ticking exercise but never follow through or work productively towards it"

"Not really, senior positions are still held by men and once a woman is appointed to a senior position her chances of being overthrown are very high"

"No. Mining as a strategic sector of the economy does not broadly represent the demographics of the population."

# How can organisations achieve greater gender diversity in the workplace?

We asked the students what companies can do to promote diversity, and have included the most common answers given below.

## Meaningful conversations to raise awareness

Using innovative technologies to make mining less labour-intensive

Government laws and regulations around equal pay

## Female-friendly work environments

Changing the perception of the mining industry to make it more appealing to women

Bursary programmes specifically for women

## Empowering women through targeted leadership training, career development and mentoring programmes

Address sexual harassment harshly

## Equal pay

Better maternity plans for women

More women in policy-making and executive positions

## Equal opportunities policies or programmes

Creating more opportunities for women

Promoting diverse career paths in the industry

Promote careers in the industry to female students and young graduates

Ensuring gender demographics in companies reflect that of the country

Gender bias training for all employees

Removing gender biases from job descriptions

Changing the mindset around gender equality and gender-based stereotypes

Having a 50/50 gender employment target

# Takeaways for the industry



## PROACTIVE DIVERSITY POLICIES

Policies and programmes designed specifically for women, both at a company and a national level, are important tools to promote equal opportunities for women in the industry and drive diversity. Targets for female graduate intake should be implemented and proactively worked towards.



## WORKPLACE ENVIRONMENT

While attitudes towards diversity are slowly changing, companies can speed up the process by implementing practices to create a workplace culture that is female-friendly. This could include female mentoring schemes, equality groups, career development programmes and flexible working hours for those with children or other commitments.



## EDUCATION, TRAINING AND MENTORSHIP

Empowering women through education and training schemes should include female-specific bursaries, scholarships and leadership training within companies to help women access senior positions. Mentorship is incredibly important at every stage of the career journey to inspire, support and encourage promising young women, as is educating students about the mining industry and promoting a diverse array of career paths to help build a pipeline of talented graduates entering the industry.



## IMPROVING HEALTH AND SAFETY FOR WOMEN

Policies need to be put in place to deal with sexual harassment and gender discrimination in the workplace. It's also important for decision-makers to understand the unique risks that may affect women onsite and make arrangements to tackle this, such as providing special protective clothing and changing facilities.



## GETTING MEN INVOLVED TOO

For diversity initiatives to work, it's imperative for men to understand the challenges women face and actively support equality. Diversity and unconscious bias training rolled out across the company can facilitate this, as well as more general awareness campaigns in society.



## MAKING THE RECRUITMENT PROCESS FAIRER

Blind recruitment, where all personal details are removed from CVs, can help tackle initial stereotypes an employer might have.



## EQUAL PAY

Though there are formal laws around equal pay in most countries, the pay gap is still prevalent and needs to be eradicated. It's important that companies are transparent about their pay gap and publish this information, as having statistics about the issue will raise awareness and highlight the scale of it.



## MORE WOMEN IN SENIOR LEADERSHIP POSITIONS

Promoting more women to senior leadership roles not only sets an example for other women in the industry, it gives women the power to influence important company decisions and pave the way for other women to follow their lead. Diversity is not just about equal ratios of male and female employees within a company, but equal opportunities for career progression, especially in more influential roles.



## CHANGING ATTITUDES IN SOCIETY AROUND DIVERSITY

This is the most important aspect of the diversity movement and something which is already in progress, based on the evidence. Though societal mindsets don't change overnight, ongoing awareness campaigns and support for the movement from influential players in the industry are crucial for progress to happen.

# Contributing Partners

**W WOMEN  
M IN MINING**

#WIMADVOCATE #WIMINSPIRE

**WIM** is a non-profit volunteer organisation dedicated to promoting the employment, retention and advancement of women in the mining industry. Alongside promoting the business case for gender diversity, WIM holds regular networking and education events, has a strong international network of members and provides professional development opportunities, such as mentoring dinners, internships and scholarships, as well as publishes the "100 Global Inspirational Women in Mining", [click here to download the 2018 Edition](#).

Attend our popular events - networking forums, educational events and mentoring sessions. Tap into our network of industry professionals. Membership is free to both women and male allies across the industry, visit [www.womeninmining.org.uk/](http://www.womeninmining.org.uk/) to join.



@WIM\_UK



Women in Mining (UK)



@WomenInMiningUK

**wimsa**

**Women in Mining South Africa (WiMSA)** is a volunteer not-for-profit organisation which formed in early 2010. The group's objective is to provide a forum to facilitate growth and participation of women in the mining industry of South Africa. WiMSA aims to provide support and guidance for personal growth, leadership and career development through building relationships. The group provides opportunities for women already working in the industry, to seek personal mentoring and provides opportunities for networking at its various bi-monthly functions.



@WomenInMiningSA



Women In Mining South Africa



@WomenInMiningSouthAfrica

**IWiM**

**International Women in Mining (IWIM)** is the fastest growing network for women in the mining industry, with more than 10,000 members in over 100 countries, supporting over 50 WiM groups around the world. Its focus is to create and realise opportunities for our members and all women in the mining sector, and change the mining industry for the better for everyone everywhere.



@IntWiM



IWiM – International Women in Mining



@IntWiM



# SAVE THE DATE

## 3-6 FEBRUARY 2020

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#MiningIndaba2020 | @miningindaba

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For more information on our diversity initiatives or Mining Indaba 2020 visit  
**[www.miningindaba.com](http://www.miningindaba.com)**

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