



# Implementing the Minerals Council's **Women in Mining strategy**

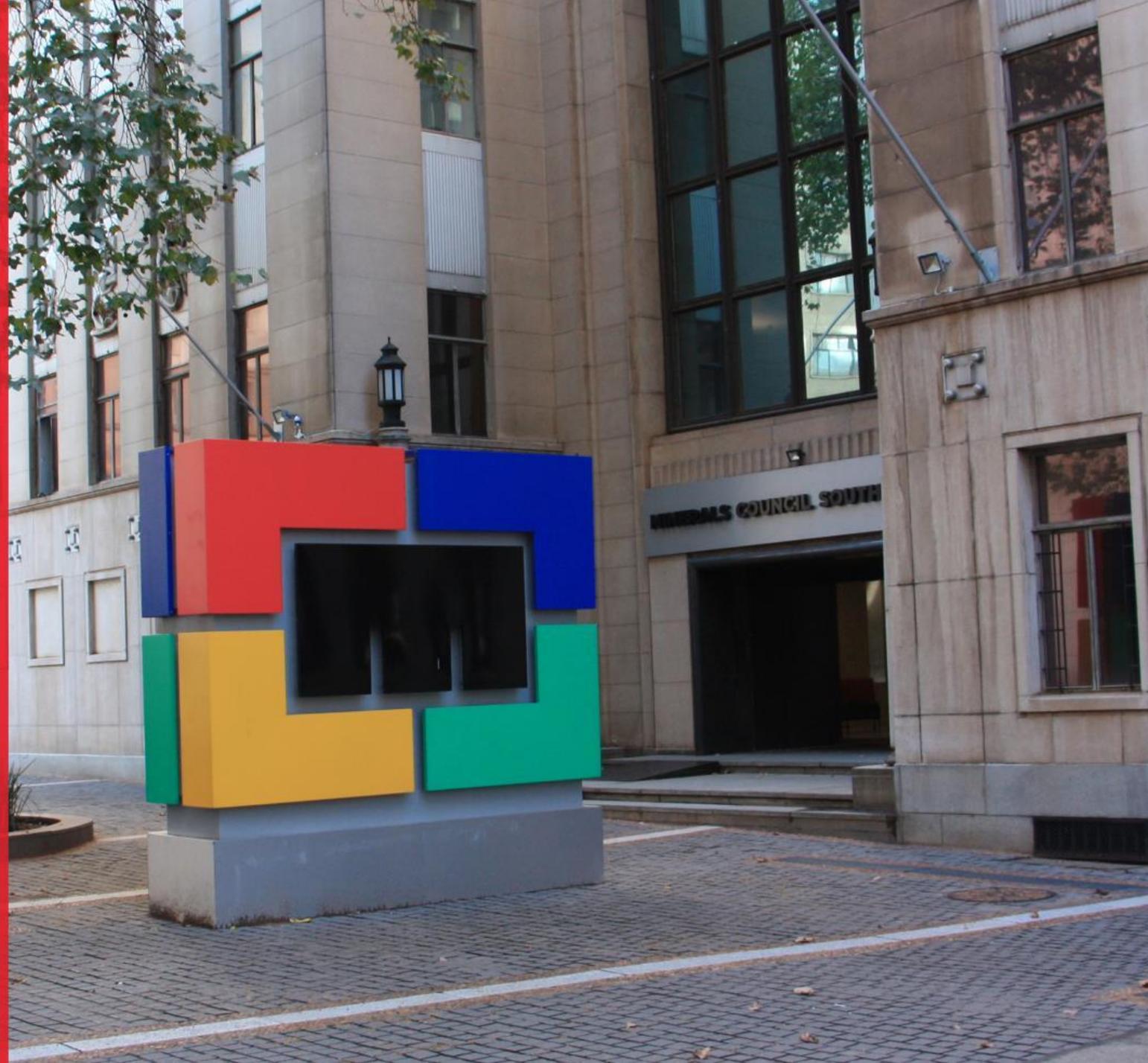
4 August 2021

# About the Minerals Council

**“The Minerals Council South Africa is a mining industry employers’ organisation that supports and promotes the South African mining industry.”**

It serves members and promotes their interests by providing strategic support and advisory input.

Members include large and small companies producing over 50 different minerals, collectively producing 90% of South Africa’s minerals by value.



# Women in Mining

the journey so far

# Our journey so far

Minerals Council launched its

## WOMEN IN MINING INITIATIVE

to enhance representation and development of women in mining industry



Now we have developed a 2020 roadmap towards achieving our ambition, sharing potential initiatives and a strategy definition process for member companies to leverage

To achieve this, the Minerals Council aims to streamline member companies' gender diversity and inclusion strategies and implementation effort.

### First steps in March 2020:

- **Launch of the White Paper**
- **Launch of gender-based violence initiative**

# Why a Strategy?

1

Benefits of diversity are material... and proven

- Diverse companies perform better financially (**+6% net profit in companies with >= 30% women in leadership**)
- Diversity improves performance culture and workplace environment (**19% more revenue from innovation in diverse companies**)

2

Diversity is a global and South African priority - acceleration is crucial

- **UN SDGs** include 2 goals on gender equality and inclusive workplaces
- **NDP2030** emphasises gender diversity throughout execution of plan
- **Mining Charter III** has 8 gender diversity targets

3

Improving diversity is an ethical imperative

- All people, regardless of their identity, should have access to the same opportunities
- Right to equality is protected under the Constitution

4

Diversity alone is not enough, it is inclusion that unlocks value

- It is important to increase diversity throughout organisation
- Inclusion ensures positive impact and results of diversity



# SIX PRIORITY INITIATIVES

#MakingMiningMatter

# Seven foundational measures

<b>1</b>	Reaffirm Zero Tolerance for GBV through Stop Abuse campaign	<b>5</b>	Deploy ongoing companywide pulse check survey
<b>2</b>	Develop gender diversity and inclusion policies	<b>6</b>	Build inclusive physical environment
<b>3</b>	Provide reporting system for gender diversity issues	<b>7</b>	Supply PPE for women specifically
<b>4</b>	Initiate unconscious bias training to transform culture		

# Clear steps for members to define their strategy

1

Diagnosis of the company's current situation

Conduct employee survey to:

- assess current gender diversity and inclusion status quo
- identify existing initiatives that are effective
- determine gaps

2

Evidence-based prioritisation of focus areas

Based on employee survey results and company context, company prioritises across its focus areas and details its diversity and inclusion strategy

3

Selection of initiatives to build action plan

Initiatives to be selected out of long-list based on three types:

- 'Foundational measures'
- 'Proven measures'
- 'Hidden gems'

# Challenges and opportunities of COVID-19

## Opportunities

- Pilot of remote working models and technology
- Push to implement technology with potential to benefit and attract women
- Mindset shift offering opportunity to challenge status-quo, incl. gender diversity

## Challenges

- De-prioritisation of topic as companies respond to COVID- 19 crisis
- Reduced (gender) diversity budget due to cost cutting
- Decreased recruiting resulting in fewer women joining industry
- Disproportionate retrenchment of women owing to unconscious biases

## Potential to strengthen the industry

### Resilience:

Diversion and inclusion = innovation and resilience

### Innovative thinking

Diversity = broader perspectives = improved problem-solving and innovation

### Collaborative teaming

Women-centric teams are more collaborative and inclusive

### Female lighthouse

Enhanced inclusion will contribute to new narrative of mining industry

# Implementing the Foundational Measures

# FM 1: Reaffirm Zero Tolerance for GBV through Stop Abuse campaign

## AIM:

propose a strategy on GBV for industry to implement

## ACTIONS:

- An industry-wide survey was drafted for completion
- The survey was distributed to member companies on 28 May 2021
- The survey closed on 9 July and the results are being analysed

**NO EXCUSE  
FOR ABUSE**

Ending gender-based violence on our mines

# FM 2: Develop gender diversity and inclusion policies

**AIM:** to provide a framework for the mining sector towards realising its commitment to gender equality, diversity and inclusion integrating gender equity into its policies, structures, systems and operations

**ACTION:**

- A Gender Diversity and Inclusion policy Framework was completed and distributed to Minerals Council member companies on 14 May 2021 for adoption and action
- Review will be conducted in January 2022



# FM 3: Provide reporting system for gender diversity issues

**AIM:** build a reporting system for gender diversity issues: monitoring company

## **ACTIONS:**

- Dashboard approved with 13 KPIs covering:
  - Policies
  - Culture
  - Career progression/management
  - Reward and recognition
  - Learning and growth
  - Safety
- Dashboard to be launched in August.
- Companies to load data quarterly with annual reporting to relevant structures.



# FM 4: Initiate unconscious bias training to transform culture

## AIM:

Draft a framework to conceptualise unconscious bias and devise a strategy template to guide companies in tackling unconscious bias

## ACTIONS:

Work in progress



# FM 5: Deploy ongoing companywide pulse check surveys

## AIM:

Propose a strategy to address companywide pulse check surveys

## ACTIONS:

- Pulse check survey drafted and completed.
- Surveys to be circulate to companies in September.



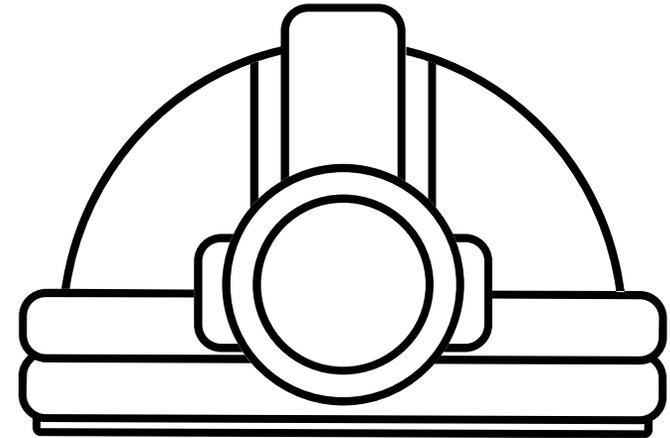
# FM 6&7: Build inclusive physical environment, PPE for women

## AIM:

Propose a guideline whereby appropriate PPE and logistics are in place for female employees

## ACTIONS:

- Survey of physical environment and PPE for women conducted in June 2021
- Results of survey presented to Minerals Council Board and approved that companies should do more to improve physical conditions



# WiM Communications initiatives

# National Day of Women in Mining 2020

- The work of Women in Mining needs to be a 24/7/365 commitment - however, taking a moment in time to focus on what we are doing and why we are doing it
- Media attention and social media engagement have an important role to play in reaching out to employees across the industry – as well as the women we hope will consider mining careers as a result of the work we are doing

## Top mining CEO acknowledges gender bias behind low proportion of women in sector

By David McKay - August 26, 2020



Minerals Council South Africa  
8,594 followers  
1h • 🌐

#NoExcuseForAbuse #WomenInMining #MakingMiningMatter

**MINERALS COUNCIL SOUTH AFRICA** National Day of Women in Mining



**The mining sector aims to have women making up 30-40% of the workforce across the industry and 50% of management by 2030.**

#MakingMiningMatter

## OUTSIDEview by Nolitha Fakude and Neal Froneman We aim to double the presence of women in mining in SA by 2025

There are few industries globally that are more likely to be thought of as "men's work" than the mining industry. That is especially the case in SA. For almost the entire 20th century, women were not permitted to work underground, being limited to white-collar work. Throughout its history, mining here has been male-dominated. The 2004 Mining Charter began positively to encourage women in mining, but progress has been painfully slow. Women make up only 12% of the mining industry workforce in SA, from 6% in 2008. This is progress, but not enough.

More worrying is that women graduates in mining engineering faculties (more than 50% in some graduating classes) are not feeding through to employment and progression in the industry. Rather, these graduates – whose education, directly and indirectly, has been supported by the mining industry – are attracted to work in financial services and

other technical jobs rather than directly in mining. This has to change. Many studies demonstrate that the more diverse and inclusive a company is, the more successful it is likely to be. We know that businesses with a significant percentage of female employees are also likely to be more resilient in the face of a crisis. It is clear that the mining industry in SA needs to move faster to achieve real equity. This starts with changing workplace attitudes and behaviour, and publicly committing to actionable goals that advance equality. To support and drive the work being undertaken on women in mining, the Minerals Council has established a Women in Mining leadership forum, made up of CEOs and senior executives from 16 companies. They are supported by a technical task team, also drawn from member companies, that will actively drive the implementation of policies and practices, and address any impediments to progress. Last week's launch of the National

Day of Women in Mining serves as a marker against which we can measure ourselves. We are conscious that launching a new initiative in the middle of a global pandemic may be seen as less than ideal timing. But we see this as a critical moment in which we can identify opportunities and embed a commitment to work towards ambitious targets. At a time when what we see as normal in every aspect of our lives has been disrupted, there may never be a better time to challenge the status quo in the industry. The world of work has been physically and socially disrupted, and a new, more modernised and more flexible approach to work and work spaces is likely to create opportunities that are more gender-neutral. The Women in Mining team members are working towards seven key foundational

measures that we hope to see in place at Minerals Council members by the end of 2020, reaffirming zero tolerance for gender-based violence through the Stop Abuse campaign; developing gender diversity and inclusion policies; providing a reporting system for gender diversity issues; initiating unconscious bias training to transform culture; deploying ongoing company-wide pulse check surveys; building an inclusive physical environment; and supplying personal protective equipment designed specifically for women. The goal for 2020 is an "industry-wide commitment with a clear ambition, strategy and action plan towards gender equality in mining and pilot initiatives being kicked off". In the longer term, the Minerals Council is focused on achieving ambitious objectives that

go beyond those set for the industry in the current iteration of the Mining Charter. Our approach is to set our sights high to ensure that we at least double the percentage of women in mining by 2025 and ultimately work towards 30% to 40% of the industry and 50% of management over the next decade. We have much work to do. The Minerals Council has a responsibility to set clear goals and standards, and to hold its members accountable if they do not achieve them. We are confident that the commitment our members have shown so far will be translated into clear action. The future of mining depends on us committing ourselves to building an industry that is truly inclusive, internationally competitive and draws on the talents of women and men – now, and in the future.

#Fakude is Minerals Council vice-president and chair of the Women in Mining leadership forum. Froneman is Minerals Council vice-president and a Women in Mining champion.

# Celebrating Covid-19 Heroes 2020

- Since the start of the Covid-19 pandemic, there has been an increasing acknowledgement that it has had a disproportionate impact on women
- In our industry, so much of the critical work at all levels of our response has come from women – the Covid-19 Heroes initiative looked to acknowledge that contribution
- Ten heroes were selected from over 80 nominations, and their stories publicised



# GBV initiatives

- An initiative which speaks to all industry employees, their families and their communities
- Your obligation is not only to prevent GBV at our places of work, but to have an impact on the challenges facing industry employees away from the workplace



# Collaborations



**SAIMM**  
THE SOUTHERN AFRICAN INSTITUTE  
OF MINING AND METALLURGY



**mineral resources  
& energy**

Department:  
Mineral Resources and Energy  
**REPUBLIC OF SOUTH AFRICA**

  
**wimsa**  
WOMEN IN MINING SA



**MHSC**  
**Mine Health and Safety Council**

# Conclusion

- Minerals Council prioritises WiM
- New programme formally established in 2020
- Company involvement high with much enthusiasm
- Baselines being established across many FMs
- Collaborations will be critical for success of programme
- **THE FUTURE IS BRIGHT FOR WOMEN IN MINING**





THANK YOU



MINERALS COUNCIL  
SOUTH AFRICA