

100

INSPIRATIONAL WOMEN IN MINING

2020

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INTRODUCTION

The biennial “100 Global Inspirational Women in Mining” (WIM100) publication is a living history of women who work in mining and highlights the wealth of female talent within the global mining industry, celebrates their “above & beyond” contributions to the industry, and identifies role models for future generations.

Through their stories, they show us how they have persevered in the face of adversity, found solutions to challenges, and are empowering others by being a voice and role model for diversity and inclusion. Their stories provide inspiration and valuable insight for all.

We believe the recognition and celebration of these inspirational women and their stories are integral to changing attitudes in the sector.

WOMEN IN MINING UK FOREWORD



“We celebrate you all”



Carole Cable,
Board Chair



Alex Buck,
Managing Director

Welcome to the fourth edition of the “100 Global Inspirational Women in Mining” in which women tell their stories of their accomplishments, their struggles, their careers, and their advice for creating a mining industry fit for the future. Overall, this is about women who champion equity and fairness, and through these stories we hope the reader will see a reflection of themselves which will inspire them to forge careers in mining.

We could not have produced this book without the support of our four sponsors – BMO, BCG, IBM, and Heidrick and Struggles – and thank them for the work they are doing to improve diversity in the sector.

As the world transitions to a low carbon economy, mining has a fundamental role to play by providing the products to make that happen while reducing its own impact on the environment and on society, meeting society’s changing expectations on the responsibility of mining and its entire supply chain. It is our collective responsibility to develop a greener, cleaner, fairer / more equitable, and safer industry to stay relevant.

What is striking about this edition, from previous editions, is the increase in the number of women working in the fields of ESG and sustainability. But regardless of roles, almost all the women talk about the need to modernize mining and point out that mining’s future needs to look different from its past. It is no longer good enough to say “we’ve always done it this way” so we need diverse thinkers to be part of the solution and these women are stepping up to the challenge.

This book illustrates the incredible diversity of roles and careers in mining beyond a stereotype image, and the diversity of the way in which these women entered the industry. The common thread running through their stories is their advice to all women to be bold, confident, agile, and to support each other.

Having visible role models is critical if we are going to attract and retain more women to help solve the challenges of global development and the responsible supply of resources for future generations.

Through four editions, we have showcased 400 inspirational women including over 1,500 nominees across a variety of roles around the world. And this doesn’t take into account the many more women currently working in mining or those young women needing encouragement to enter the industry.

Congratulations to the 2020 WIM100 and thank you for your stories, your achievements, your leadership, and your inspiration. We see you and are inspired!

**THANKS TO THE GENEROUS
SUPPORT OF OUR PARTNERS
MEMBERSHIP IS FREE AND
OPEN TO EVERYONE,
REGARDLESS OF GENDER.**

JOIN US

Attend our popular events and networking forums. Membership is free to women and men across the industry.

Visit www.womeninmining.org.uk/register to sign up and join in.

FOLLOW US

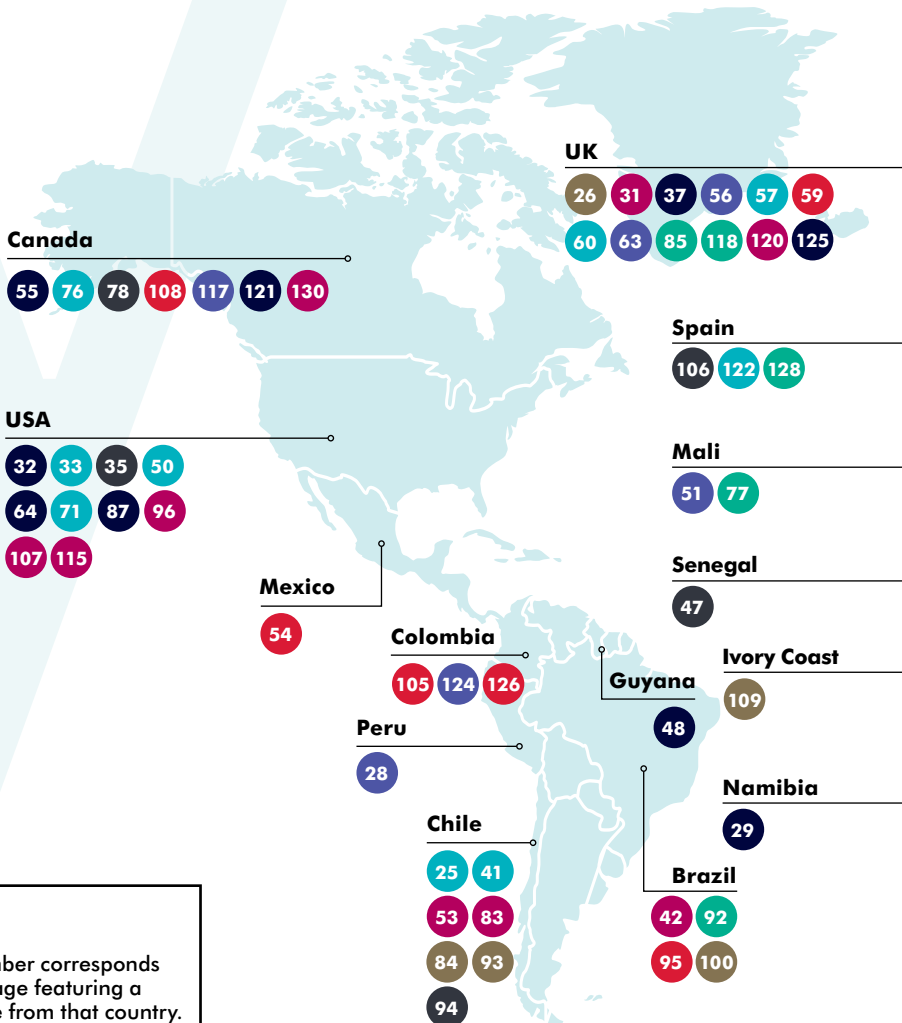
- in** Women in Mining (UK)
- f** @WomenInMiningUK
- 🐦** @WIM_UK
- 📷** @women_in_mining_uk
- 📺** Women in mining (UK)

ABOUT WOMEN IN MINING UK

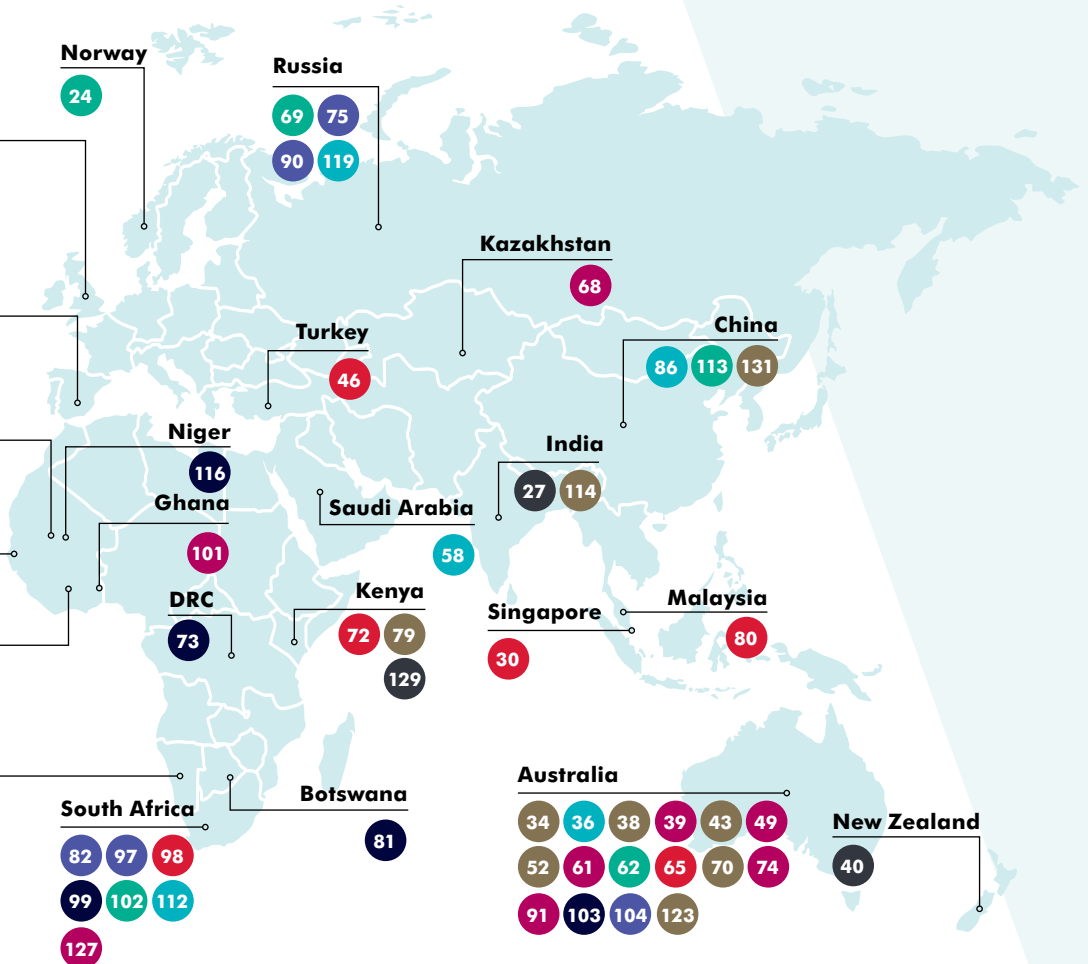
Women in Mining UK (WIM) is a non-profit volunteer organisation dedicated to promoting the employment, retention and advancement of women in the mining industry by:

- Advocating and speaking for women in the mining sector, informing industry participants of the challenges and opportunities women are finding in pursuing careers in mining
- Offering thought leadership, analysis and research on the business case for diversity, inclusion and the economic advancement of women in the sector
- Building a strong international network to progress career aspirations
- Working with leading conference organisers, through our initiative #WIMvoice, to showcase the breadth of female professional talent and ensure diversity of speakers
- Supporting professional development. Initiatives include a partnership with Women on Boards UK for Non-Executive Director aspirants and speed mentoring evenings for career entrants
- Hosting regular educational and networking events for our members
- Working with universities and other organisations to raise awareness of mining as a career choice for women. We are proud to sponsor a post graduate scholarship at the world-renowned Cambourne School of Mines and organise paid summer internships in conjunction with mining companies
- Celebrating and sharing female success stories with our “100 Global Inspirational Women in Mining” publications and across our social media channels

THE GLOBAL DISTRIBUTION OF OUR NOMINEES



What is striking about this edition is the increased number of women working in the fields of ESG and sustainability.





BMO FOREWORD



**BMO IS ONCE
AGAIN HONoured
TO INTRODUCE THE
100 GLOBAL
INSPIRATIONAL
WOMEN IN MINING.**



WILLIAM SMITH
Head of International
BMO Capital Markets



GARY MATTAN
Co-Head of Investment
Banking EMEA
BMO Capital Markets

In these pages, we invite you to read about the incredible careers that these inspiring women have built for themselves in the metals and mining sector. But as you explore these success stories, let's also remember that the sector still has work to do when it comes to diversity. This year, as in previous years, we recognize the need for better gender balanced representation on Boards and in senior management. There is an opportunity here for the sector to become a leader.

In our own business, we've committed to demonstrating how gender diversity can make organisations stronger. We launched our BMO for Women initiative in 2016 with the goal to make real financial progress for women in business. We signed the UN Women's Empowerment Principles, formalizing our commitment to advancing economic opportunities for all. And to date, we have achieved 40% female representation in senior leadership roles at BMO.

We extend this work to the metals and mining sector too. Every year since 2015, BMO has sponsored a scholarship at Imperial College London to encourage a new generation of women to pursue Mining and Energy Finance. We believe that creating a strong pipeline of future female leaders is the best way to make a long-term difference.

To all the women featured in this publication: we offer our sincere congratulations for all that you have achieved, and we are proud to work alongside you as you contribute to the diversity in leadership and the growth of the sector.

BCG FOREWORD



MARC SCHMIDT

Managing Director and Partner
Boston Consulting Group

As leaders in the mining industry grapple with new forces reshaping their world and challenging questions about business's role in society, they have found that the keys to business success have changed. Particularly in mining, growth is harder to sustain, survival is not a given, and a narrow focus on financial performance is not enough. The formula for business success that worked in the past doesn't necessarily work today. To win in the 2020s – and beyond – change will not be a choice.

Business leaders need a new agenda, one that consists of five imperatives that can help companies find opportunity in uncertainty, get ahead of the social, technological, and political trends that will define the future of business, and seize the opportunity to carve out new competitive spaces.

These five imperatives are:

- Master the new logic of competition, where new business models emerge, and quality of assets will be less of a competitive advantage
- Design the company of the future, which emphasises learning and the effective use of technology, in the office and at home
- Apply the science of organisational change, embracing change and adjusting nimbly



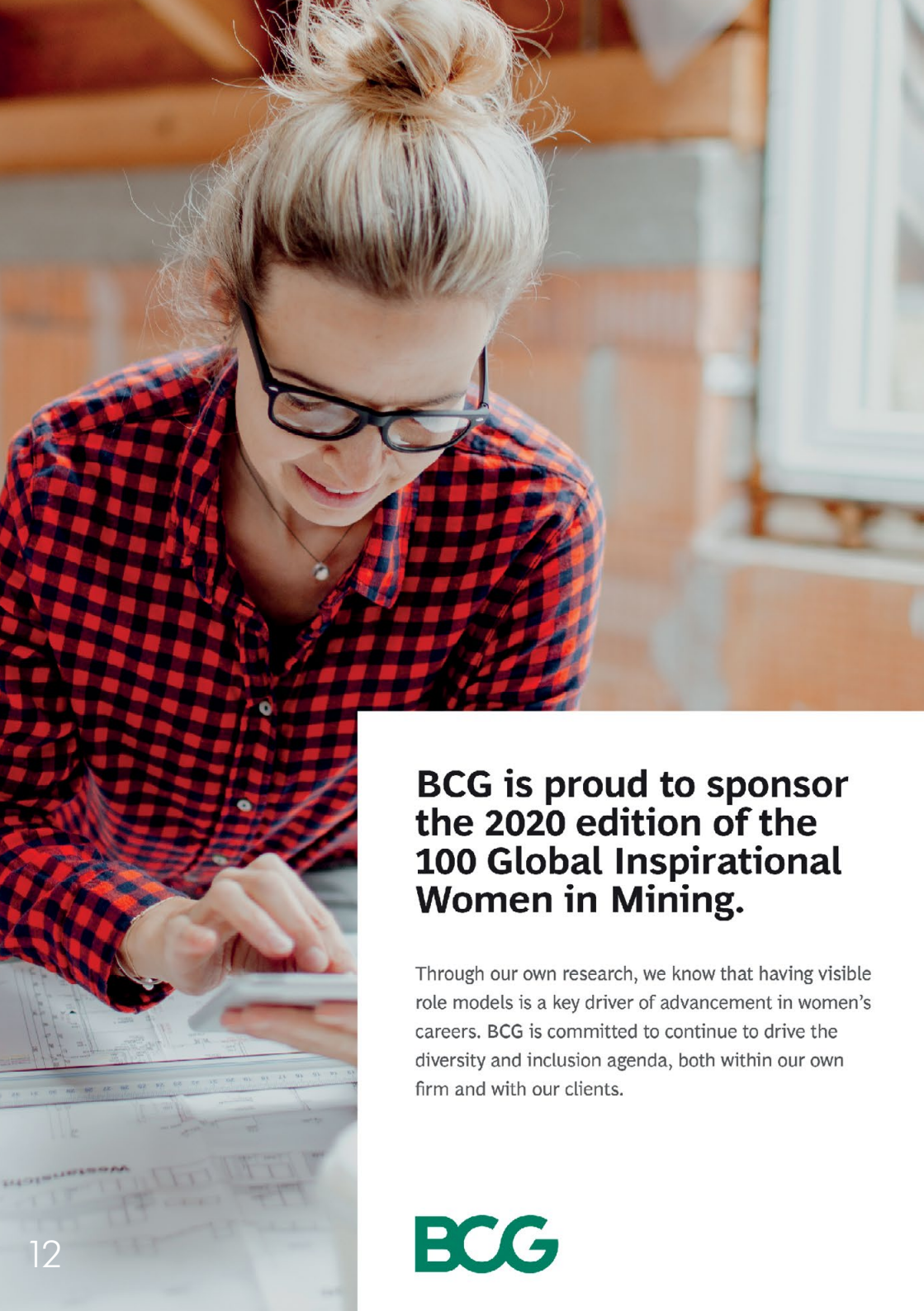
**WE AT BCG ARE PROUD
TO BE A FORCE FOR
CHANGE IN THE GLOBAL
DIVERSITY AGENDA,
PARTICULARLY IN THE
MINING INDUSTRY**

- Optimise for both social and business value, developing sustainable relationships with the social, political, and environmental systems we participate in
- Embrace the business imperative of diversity, as diversity delivers vital advantages of helping companies excel at innovation and rebound from shocks

The successful companies in the 2020s won't ignore the massive shifts all around them. They'll meet those shifts head-on. The challenges that COVID-19 has brought onto governments, businesses, societies and individuals have only accelerated the need to embrace the five imperatives, which will help us build resilient businesses, and for individuals, resilient careers.

The imperative of diversity is not just a moral issue. Diversity is a crucial source of strength and adaptability. Research shows a link between a company's diversity and its capacity for innovation and resilience. For business success, it's not enough to increase the diversity of the workforce. Leaders also need to create an environment where new perspectives are welcomed and encouraged.

We at BCG are proud to be a force for change in the global diversity agenda, particularly in the mining industry, and to be sponsors of the 4th edition of the 100 Global Inspirational Women in Mining. Congratulations to all the successful nominees, the alumnae and to all those that champion the cause!



**BCG is proud to sponsor
the 2020 edition of the
100 Global Inspirational
Women in Mining.**

Through our own research, we know that having visible role models is a key driver of advancement in women's careers. BCG is committed to continue to drive the diversity and inclusion agenda, both within our own firm and with our clients.





IBM FOREWORD



SONIA VAN BALLAERT

Global Client Director
IBM Global Markets

I am 14, why study science?
I am 18, why enrol in engineering?
I am 22, why work in a mine?
I am 30, why run mining operations?
I am 43, why serve as CEO for a mining company?

These are not simple questions to answer, nor are they easy. Nor will all talented women become a CEO, but some will. When young girls and women find answers to these questions a greater societal purpose for the mining industry is achieved. Here is why.

Once their needs for fair pay and equal treatment have been met, women stay employed because their work is interesting, it provides a sense of accomplishment and it enables an adequate work-life balance. The digital mine of the future will usher in new opportunities for women while the corporate sustainability agenda will attract new generations to the mining industry.

Imagine a future where at 14, the maths teacher explains to girls in the classroom that you need to learn very complex maths to reduce CO₂ emissions that drive global warming.



WOMEN ARE THE FUTURE FOR SUSTAINABLE MINING

At 22, the job description that triggers this young woman to apply at a mining company says: “we are searching for an experienced researcher to help us drive innovation and cutting-edge technology across our tailings recycling programme in order to eliminate our environmental impact.”

At 43, this woman will move into a leadership role at the mining company to work in a mine that is a fundamental builder of societal, sustainable and economic value. Experience will have taught her to balance these different imperatives.

Women will make up a large part of the mining workforce of the future and create new societal value, harnessing digital technologies and innovation.

IBM is committed to diversity and inclusion in the workplace and in society and is a proud supporter of women in mining. Congratulations to all the exceptionally talented, empowering and inspirational WIM100 nominees.



IBM accelerated Apollo 11 to reach the Moon. Next, will it be Mars?

- **Sadie Stanley**

Retired IBM Radar Programmer
Apollo 11 mission, 1969

- **Dr. Young-Hye Na**

Manager, Next-Gen Batteries, R&D
Materials innovation extracted
from seawater to power
battery sustainability

- **Lisa Seacat DeLuca**

IBM Distinguished Engineer
Most prolific female inventor
in IBM history

IBM is committed to diversity,
inclusion and equality in the
workplace as well as advancing
equity in the global society.
IBM proudly supports Women
in Mining to reach the possible.



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HEIDRICK & STRUGGLES



**TIM
JENSEN**

Principal & Mining
Sector Leader, Americas



**SIBONGILE
KUHLANA**

Partner, Mining
and Metals Practice



**VICTORIA
REESE**

Partner & Head, Legal, Risk,
Compliance & Government
Affairs Practice and Leader,
Diversity & Inclusion



**ADAM
BADENOCH**

Partner & Global
Leader, Mining &
Metals Practice

HEIDRICK & STRUGGLES IS DELIGHTED TO SEE SUCH A DIVERSE GROUP OF TRAILBLAZING LEADERS RECOGNIZED IN THIS YEAR'S WIM100, REMINDING US THAT THE FUTURE IS BRIGHT. THE DESTINY OF THE MINING INDUSTRY IS IN THE HANDS OF ITS LEADERS. WE ARE EXCITED TO BE PART OF THE FUTURE YOU WILL CREATE.

For millennia the mining industry has underpinned human progress, enabling the technological advances that have propelled civilization. Today, however, mining finds itself at a crossroads.

HEIDRICK & STRUGGLES FOREWORD

As we transition to a low carbon economy, mining has a pivotal role to play in providing the materials necessary to transform our lives. At the same time, a paradigm shift to a fairer, more sustainable social model is imperative to the success of the industry.

However, the industry faces significant reputational challenges as it competes for the ideas, capital and people that will drive this transformation. With this in mind, we believe there are a few key traits future leaders should focus on developing to succeed in this environment.

Advocacy: In a crowded market, the ability to cut through the noise and advocate for your business will only increase in importance. While it is a relatively underdeveloped skill in the mining industry, compelling story telling, tying the “what” to the “why” for an increasingly diverse group of stakeholders, will be an essential skill for future leaders.

Agility: Over the next decade and beyond, our technology platforms will mature significantly, with the pace of change poised to accelerate. With geopolitical uncertainty also intensifying, leaders will be challenged to develop agile organisations, equipped to harness diverse perspectives with the intellectual safety to learn from mistakes and pivot quickly.

Strategic Thinking: Technology advances including automation, robotics and AI will reduce the level of human interaction with mining systems and concentrate fewer decisions with fewer individuals. The importance of decision-making quality will subsequently increase, as will the importance of developing a critical understanding of the entire ecosystem, to drive value creation.



Heidrick & Struggles Congratulates the **2020**

100 Global **Inspirational** Women in Mining

At Heidrick & Struggles, Diversity & Inclusion is embedded in everything we do – from the approach we take to advising our clients, to how we operate across our own firm.

We are proud to support Women in Mining and congratulate this year's cohort of "100 Global Inspirational Women in Mining" for their leadership and achievements in the industry.

WE HELP OUR CLIENTS CHANGE THE WORLD,
ONE LEADERSHIP TEAM AT A TIME®

CONGRATULATIONS

2020 EDITION OF 100 GLOBAL INSPIRATIONAL WOMEN IN MINING

Hilde Merete **Aasheim**

Loreto **Acevedo**

Florence **Adu**

Sumathi **Angusamy**

Eva **Arias**

Zenzi **Awases**

Liliya **Barchuk**

Catriona **Beadel**

Kathleen **Benedetto**

Anita **Bertisen**

Tijana **Bianca**

Helena Robin **Bordie**

Holly **Brigwater**

Michillay **Brown**

Lesley **Bryce**

Ivy **Chen**

Kristy **Christensen**

Amparo **Cornejo**

Ana **Cunha**

Katie **Day**

Serpil **Demirel**

Aida **Diop Ndiaye**

Sheffield **Douglas**

Florence **Drummond**

Sebnem **Duzgun**

Awa **Fofana**

Bobbie **Foot**

Carolina **Garcia**

Maria **de Gasperin del Rio**

Tara **Gilfillan**

Kathryn **Goodenough**

Siobhan **Grafton**

Reema **Hakeem**

Georgina **Hallett**

Karen **Hayes**

Janine **Herzig**

Kate **Hobbs**

Gay **Huey Evans**

Kirsten **Hund**

Brooke **Hurt**

Bibi-Batima **Iskakova**

Elena **Ivanova**

Gabrielle **Iwanow**

Amy **Jacobsen**

Miriam Wairimu **Kamau**

Marie-Chantal **Kaninda**

Sinead **Kaufman**

Natalia **Kaybalina**

Julie **Kong**

Mamaye **Kouma**

Jody **Kuzenko**

Elizabeth Kyalo	Mametja Moshe	Fourera Sotty Maiga
Amanda Lacaze	Rumisha Motilal	Marilyn Spink
Naseem Banu Lahri	Patricia Muricy	Amina Tahiru
Boipelo Lekubo	Rosemary Okla	Vasilina Tarabarova
Ellen Lenny-Pessagno	Petro du Pisani	Tania Tchedaeva
Tamara Leves Hamen	Samantha Retallack	Anne Thompson
Estelle Levin-Nally	Fiona Robertson	Djariatou Traore
Bonnie Liu	Claudia Andrea Rodríguez Mesa	Laura Tyler
Carolyn Clark Loder	Concepción Rodríguez Valencia	Claudia Uribe Lopez de Mesa
Maria Lodkina	Rosa Maria Rojas Espinoza	Philipa Varris
Val Madsen	Amélie Rouleau	Ana Milena Vasquez
Juliana Marques	Lika Scott Sow	Natascha Viljoen
Maite Mary	Olebogeng Sentsho	Audra Walsh
Nidia Meza Maureira	Christine (Louyan) Shen	Melba Wasunna
Neuma Moreira	Usha Singh	Alicia Woods
Kimberly (Finke) Morrison	Nicole Smith	Yiming Wu

HILDE MERETE AASHEIM

Company: Hydro
Title: President and CEO
Country: Norway

I have a framed picture in my office with the text, 'The right man at the right place, is often a woman'. I was the first woman to helm Hydro, a company that was founded in 1905. I truly believe that we need to focus on merit, not gender. Whether it's the colour of your skin, your age, gender or background – we need to care for and take care of each other.



As a young accountant, Hilde Merete Aasheim frequently worked with the industrial company Elkem. At the Elkem plants, she marvelled at the might of hydropower and was humbled by the role the industry plays in local communities. Hilde joined Elkem soon afterwards and grew her career in the hydropower industry.

In 2005, Hilde joined Hydro as Executive Vice President for Leadership and Culture, covering a portfolio that included human resources, health, environment, safety and corporate social responsibility. She became President and CEO in 2019, the pinnacle of a journey driven by the belief that Hydro will play an important role in the global green transition. “We have among the lowest carbon footprints for aluminium production in the world, and we intend to lower it further,” she says.

Hilde believes the industry needs to ‘walk the talk’ in terms of sustainability – critically, that means educating consumers and encouraging customers to demand more information about the origin of the materials they are buying.



Incorporating start-ups into big corporations is an agile way to encourage the changes that the industry needs, because start-ups were born using cutting-edge technology with a social impact mindset. So, we need to promote open innovation where big corporates collaborate with start-ups creating a win-win situation for both.

LORETO ACEVEDO

Company: InDiMin
Title: Co-Founder & Chief Innovation Officer
Country: Chile

Loreto Acevedo is a serial entrepreneur specialised in on-site innovation and technological projects that improve productivity in mining, with particular focus on women's participation and empowerment.

Loreto comes from a long line of miners, and her father lost his life on the job. Although Loreto has followed in her father and grandfather's footsteps, her career puts a decidedly 21st century spin on the family tradition. She was named Mining Woman of the Year in Chile after solving an inclusion problem for jumbo operators: with a sexist culture inside the tunnels, women weren't comfortable training as jumbo operators. Loreto's team created a fully theoretical training programme so women didn't have to go underground, giving them a safe space to learn, and, as people on site opened their minds, an opportunity to start their careers.

Since 2016, Loreto has led InDiMin, a mining tech start-up whose Smart Mining Coach, a digital assistant enabled by artificial intelligence, gives real-time feedback about processes and improvement opportunities on a mine site.

I accepted the challenge of leading the Women and Allies Network (W&A), Newmont's first business resource group in Africa. I had an opportunity to support diversity and inclusion initiatives and to reach out beyond the mine into the community. The W&A collectively institutes projects in deprived communities to help other women and children. The inner fulfilment this has brought me is indescribable.



FLORENCE ADU

Company: Newmont Corporation
Title: Senior Geologist
Country: Ghana

As a child, Florence Adu knew she wasn't keen on a regular office job. Geology offered the versatility she craved, with roles in exploration, mining geology and consulting before her current role in near-mine exploration.

"I loved being part of the team that made a ground-breaking discovery or extended the ounce delivery of the deposit. The adrenaline rush of going out and targeting the next best find was all I thought of," says Florence. But that satisfaction was matched when Florence found what she refers to as her "new calling": giving back to her community.

As the first Chairperson of the Women and Allies Network, Florence played a key role in setting up two lactating facilities for breastfeeding mothers returning to work. She also spearheaded an outreach project to get more children reading in local communities. Her work and character have been noticed: Florence was appointed one of two Ethical Advocates for Newmont Ahafo Mine where she promotes values such as trust, good behaviour, impartiality, fairness, and respect in the workplace.

SUMATHI ANGUSAMY

Company: Vedanta
Title: Global Head – Environment, Health & Sustainability
Country: India

Sumathi Angusamy is an innovation and sustainability specialist with two decades of experience spanning a range of operational and strategic functions including operational excellence, HSE and asset optimisation, energy management and environmental compliance.

At Vedanta, Sumathi has been instrumental in bringing in innovative best practices in the environment and sustainability domain. Her managerial style stands out: Sumathi is a supportive, engaged leader who was named one of the country's top 50 managers, and won the Economic Times' Great Managers Award.

Sumathi joined the industry to make a difference – she cites Nelson Mandela's famous exhortation to 'Be the change you wish to see in the world' as one of her drivers to push past barriers and excel in this industry. She notes that diversity has a way of moving upstream: "What is important for younger women in the industry is to have more than one role model to look up to, so that they will find the success story that resonates with them and aspire to become a leader."



A chance to play a critical role in contributing towards a larger purpose, a greener world by promoting sustainable mining through innovative practices, is what overwhelms me the most in my current profile, leading HSE and innovation. In a nutshell, I often feel that I am part of the company I work for, treat it as my own and feel like a member of one big family and tend to make that extra effort for the benefit of the company.

EVA ARIAS

Company: Compañía Minera Poderosa
Title: Executive President (Board and Company)
Country: Peru

Wherever mining comes, it turns on a light that allows people who host us be visible to the region and the country. Mining has the magic of transforming, for the better, the economic and social dynamics of the people who welcome us. I am not just talking about money, but about hope, future and sustainable development.



As Eva Arias puts it, she didn't join mining, but had mining in her DNA. Eva's paternal grandfather and father were miners, and after achieving early-career success as an architect, Eva joined the family business.

As a leader, Eva focuses on preparing her company, workforce and industry for several challenges that are rapidly converging. These include social challenges around the mine's relationship with community, government and workers; the challenge of operational efficiency with minimal environmental impact and the highest safety standards; the technological challenges highlighted by the pandemic, where ways of working and living were transformed from one day to the next.

The most challenging moment of Eva's mining life was driving Poderosa's recovery from a crisis. "It was not easy, but I had the support and commitment of our people who were not afraid to make many sacrifices. In less than three five-year periods we went from a bankrupt company to, in 2019, the most profitable company in Peru – not just in the mining sector, but in all sectors."



Unconscious bias, encouraged and influenced by deeply entrenched societal and cultural norms, is the industry's biggest barrier to unlocking the full benefits of diversity and inclusion. To meet this challenge, we need inclusive leaders, we need to train people in seeing and checking their unconscious bias, and we need more reciprocal mentorship.

ZENZI AWASES

Company: Women in Mining Association of Namibia
Title: President
Country: Namibia

Zenzi Natasha Awases is a geologist with 15 years' experience exploring and mining a paleo-placer diamond deposit along the southwestern-coast of Namibia. Zenzi entered the mining industry by accident, having dreamed of becoming a lawyer, and has found her purpose in reshaping the industry to be more diverse and inclusive.

Once a novice to public speaking, Zenzi is now a vocal leader, mentor and advocate. She works enormously hard to attract and retain female talent to the industry. Zenzi was named founding president for the Women in Mining Association of Namibia (WiMAN) in April 2017, and in November 2019, was elected to the Board of the Association of Women in Mining Africa (AWIMA) as the representative for Southern Africa.

"Besides braving the strong winds of the Namib Sand Sea while exploring for deflation diamonds and being the only female at an exploration camp with 20 males, I consider being the founding president of the Women in Mining Association of Namibia to be my bravest, most meaningful moment in the mining sector," she says.

LILIYA BARCHUK

Company: Standard Chartered Bank
Title: Director, Financial Crime Compliance,
Commodity in Financial Markets
Country: Singapore

Liliya Barchuk is responsible for the financial crime compliance programme in the commodity business with Standard Chartered Bank. Liliya's goal is to highlight the strong commercial benefit of diversity and the need for transformative leaders with typically female traits – empathy, care, communication skills – to get the mining industry and adjacent industries, such as financial services, through these complex times.

She is an advocate for inclusion and diversity in the mining industry. "Mentoring is part of my own leadership purpose. I have witnessed many great examples of both individual and organisational improvements, and I think we have changed the dial in gender diversity targets," she says.

"Mining companies need to enhance their social brand right now, which goes beyond compliance to demonstrating their commitment to communities. Investors want proof of what companies do in the ESG and SDG space – for example, the ESG aspect of decarbonisation makes a strong business case from the operational, strategic, and financial risk management standpoints, especially in distressed post-COVID-19 and US-China war economies," she says.



I would like to inspire women to see their gender as a strength. The female leadership, known as caring, empathetic and nurturing, has many benefits, especially in times of transformation. It helps to enhance motivation and morale, improve work-life balance and job satisfaction. Therefore, women should see their power and ability to bring success to the company.

Our social licence to operate and acceptance by the communities in which we conduct our business are major challenges that will continue to affect the industry. I think the biggest change we can make is to embed in future leaders an appreciation of the necessity to understand local communities and their viewpoints. Mining can deliver an incredibly positive impact on people, but it must be done in the right way, with more listening.



CATRIONA BEADEL

Company: Rio Tinto
Title: Mining Executive
Country: United Kingdom

Catriona Beadel has worked in the mining industry since the start of her career in 2010, holding positions in exploration and resource geology, transitioning to investment analyst roles with asset managers and private equity funds, and working in Australia, the UK and Africa.

In 2017, Catriona founded the first international chapter of Young Mining Professionals, YMP UK. This branch of the tree has grown to become a global network of over 4,000 young professionals, and as Director, Catriona leads an offering of networking events, scholarships, awards and knowledge sharing. "What drives me is getting direct feedback on how YMP has helped people develop their career, contacts and identify job opportunities," she says.

Catriona's pep talk for the mining newbie is likely to resonate with even the most experienced mining hands. "Confidence, confidence, confidence. You are absolutely needed and wanted. You can affect change, because you will come with a new mindset. In an industry that is pretty archaic, you can bring so much fresh thinking. Let nothing hold you back."

KATHLEEN BENEDETTO

Company: Department of the Interior Bureau of Land Management
Title: Advisor to the Director
Country: United States

Our industry predecessors had no idea what the framework of environmental and other regulations would be in the future. In the US, many have been advocating for Good Samaritan Legislation that would provide for limited liability relief under CERCLA and the Clean Water Act for pre-existing conditions at abandoned mine sites if an individual, company or municipality voluntarily cleans up the site. Someday we will be successful in achieving this goal.



Kathleen Benedetto is a geologist with extensive field experience and congressional and legislative experience spanning 23 years – including nearly 13 years as a professional legislative staff on the Natural Resources Committee in the US House of Representatives.

Sitting at the nexus of industry and policy, Kathleen advises the Bureau of Land Management on its management of 245 million surface acres and 700 million acres of onshore federal mineral estate, particularly around the implementation of executive orders and secretarial orders that impact the mining industry.

Kathleen is also co-founder of the Women's Mining Coalition (WMC), an industry group that educates members of Congress and others on the importance of mining to society. She is particularly proud of the way the WMC showcased the diverse careers women could have in mining. "On our first trip to Washington, DC we had a 55-year old driller/blaster, a master mechanic, haul truck drivers, land men, geologists, a mill superintendent, engineers, other heavy equipment operators and women representing suppliers and vendors," she says.



When looking into careers, mining just smelled like adventure, travel, mountains, rocks, etc. I love it more now than I did then, and it's because of the wonderful people that work in this industry. My career has taken me all around the world and no matter how different our cultures are, everyone working in mining has the passion for the industry.

ANITA BERTISEN

Company: Newmont Corporation
Title: Director Innovation and Strategic Programs
Country: United States

With experience spanning mine operations, technical projects and strategic planning, Anita Bertisen drives innovation following the merger of Newmont and Goldcorp. She developed and leads an effort that incorporates the best of both companies' innovation models into a new hybrid, bringing greater collaboration and structure to the innovation process.

As far as origins stories go, Anita's is unique. As a child, she was the navigator on family road trips (her mum was a bad map reader). Choosing routes, campsites and mountains sparked a sense of adventure that made mining the natural career choice – despite there being no mining in the Netherlands!

Anita is also president of Women in Mining USA, where she works at changing public perception of the industry, driving inclusion and diversity, and expanding mining careers for women. She coordinated the first large WIM USA conference in 2019, which achieved twice the attendance levels anticipated and resulted in the addition of three new chapters (Montana, West Virginia and Utah). Anita is the winner of a 2020 Women in Mining 100 award.

We can't solve the challenges of the future using our current toolkit. We will need to unwind some of our ingrained ways of working and open ourselves up to more unconstrained blue ocean thinking – relying less on 'the way we've always done things'. This will present a huge opportunity for us to embrace greater diversity, as we come to truly value divergent thinkers and creative problem solvers.



TIJANA BIANCA

Company: South32
Title: Manager Innovation and Improvement
Country: Australia

At the age of just 30, Tijana Bianca leads South32's global innovation and improvement portfolio, a future-facing position with reach into nearly every aspect of the company's operations.

While Tijana didn't grow up in mining, moving to Perth put the industry on her radar. It was during her first visit to BHP Iron Ore's Port Hedland operation that mining really clicked. "I stood on top of a stacker and had a view across the full operation. I could also see the huge volume of iron ore flowing underneath my feet. I was struck by how significant the operation was – the size and volume of what we were producing each day and the impact we had on people's lives all over the world," she says.

Moving from BHP to South32 took Tijana out of finance and into innovation – a shift away from "reporting on things after the fact" and into a problem-solving role. She is particularly excited about tackling the challenge of rapid decarbonisation to ensure the industry remains relevant in an ever-changing external environment.

HELENA ROBIN BORDIE

Company: Rio Tinto
Title: General Manager, Macro, China and India Research
Country: United States

Helena Robin Bordie began her career in the US Foreign Service, serving in Indonesia and China, among other postings. She worked on commodities during her tenure in Beijing and participated in agriculture and fertiliser negotiations as part of China's bid to join the WTO. In 2004, she moved into the mining sector, joining BHP as a China economist.

Today, Helena's role is about predicting probable outcomes and their possible impact on the industry. "Scenario thinking allows you to ask, what would it take to believe that X could Y in a particular year? What would be the drivers of that change and how would they be likely to intersect? This approach to thinking about change is a useful tool for managing complexity. Thinking through a range of possible outcomes also provides insight into options for navigating them."

Helena is struck by the breadth of the mining industry's reach. "There are few occupations where science, technology, society, environment, economics and politics overlap in such a fundamental way," she says. "I am never bored by the intersections."



There are endless studies to the effect that diverse teams perform better but cognitive bias often ensures that they never get an opportunity to prove themselves. For diversity to work its magic it requires all team members to be unafraid of both expressing their own point of view and speaking up. The reality is that those coming from outside a company's dominant culture run a particular risk of going unrecognised and unheard.

HOLLY BRIDGWATER

Company: Unearthed
Title: Principal Industry Engagement
Country: Australia

As a geologist, I care deeply about our planet, and I feel a personal sense of responsibility to use my skillset to help us move towards the sustainable production of critical metals and materials. I believe that technology can drive us towards the future we need, and that our industry has such a fundamental role to play in a positive global future. This drives me.



Holly Bridgwater is an exploration geologist and crowdsourcing lead at Unearthed, a community of start-ups, developers and data scientists that tackles mining and resource challenges with atypical tools, like hackathons and open innovation initiatives. The aim is to give entrepreneurs and outside thinkers a chance to tackle problems inside the industry, and improve the efficiency and competitiveness of the industry as a whole.

Few people can say they took volcanic ash to their first show and tell, aged five, but for Holly, the path to a Master's in geoscience was laid in kindergarten. Once she completed her education, Holly spent eight years in mineral exploration across a number of commodities and countries before shifting frontiers, from minerals to technology.

At Unearthed, Holly works with leaders across the resources sector to enable them to identify and articulate challenges they need innovative solutions for, and to source these solutions from a diverse global community of experts and talent. She is also an active mentor in a number of programmes that support students, new professionals and women in STEM.



My experience at Tracr has taught me that to ensure successful adoption of any new technology, the technology being adopted by the industry needs to be technically, operationally and economically sustainable. Contrary to popular belief, breaking down a well-established business model in order to adapt to technological change is not necessarily the most viable route. The industry should rather seek out solutions that can easily be mapped over the industry's current operational processes.

MICHILLAY BROWN

Company: Tracr
Title: Industry Transformation Lead
Country: United Kingdom

Michillay Brown began her career as part of the Anglo-American Building Leaders and Shaping Talent flagship graduate programme before taking a role in technical and sustainable development in mining and metals. In 2016, she moved to London to shift focus to international relations, and in 2019, she joined Tracr.

Michillay is part of a diverse leadership team applying next-generation technologies – internet of things, artificial intelligence and distributed ledger technology – to create a connected value chain platform capable of tracing diamonds through the entire value chain from country of origin to end consumer.

It's a position that gives Michillay a chance to combine her profession with her passion for ethical business conduct and sustainable development. There is another dividend, too – one that is particularly personal to her as a woman of colour. "Being well situated in an emerging technologies division of the industry has helped me champion the fact that the industry is transforming and will increasingly become more attractive to young women of colour," she says.

LESLEY BRYCE

Company: Energy Resources of Australia
Title: General Manager Operations
Country: Australia

Lesley Bryce joined the mining industry when she moved from the UK to Australia, 15 years ago. Pivoting on her engineering and business improvement skills, she began a career that has included corporate and site operational roles, taking her from Brisbane to remote communities in Kadaku and the Kimberley.

In her current role, Lesley has accountability for day-to-day operations as well as progressive rehabilitation and closure. She is the first woman to hold the position in ERA's almost 40-year history. Lesley is an ally to other women at ERA and gives particular focus to encouraging young female and Indigenous employees.

For Lesley, some of the best days on the job have been those spent working with traditional owners and small communities, shaping the legacy mining leaves behind, whether that's the set-up of sustainable businesses or the rehabilitation and handback of land. One of her proudest achievements in this area was leading the rehabilitation of a uranium mine adjacent to a dual listed world heritage national park – as Lesley puts it, "No mean feat!"



Mining is not all about mining engineering and big trucks anymore. As an industry, we need to promote the roles in mechatronics, automation and the environment. Social expectations on rehabilitation are more important than ever and we need the right people to do this work. Diversity is still a big issue in engineering, specifically gender imbalance. There is more than one way to catch a fish!

I joined the industry because I did not make the cut for vet school, and I didn't want to work in one of the Asian parents' Holy Trinity of professions (medicine, law or commerce). Geology seemed a great option. I stayed because my work became my adopted family, and for the enormously challenging role of being part of the supply chain for almost every material object that made civilisation worthwhile.



IVY CHEN

Company: CSA Global
Title: Principal Consultant
Country: Australia

“When I started in 1987, mine-geologist and short Malaysian woman were mutually exclusive concepts, bar one exception,” recalls Ivy Chen.

As a geologist fresh out of university working at a small mine in Western Australia, Ivy was a minority of one, but that didn't stop her from taking every opportunity she could – from pit mine to underground to a deep shaft mine, before heading overseas to work in the first Chinese-Australian joint venture mine in China.

A highlight in a rich and diverse career was serving as the national geology and mining adviser for the Australian Securities and Investments Commission (ASIC), and working on the 2012 JORC Code update, one geologist among 1,800 legal and investigative types. Ivy currently works as a resources risk and governance consultant, a company Director and volunteer Board member for the AusIMM and two not-for-profit organisations.

“Now that I am more senior,” says Ivy, “I make sure that I ask the hard questions that I felt I could not as a young geologist: about opportunity, access, equity and fairness.”

KRISTY CHRISTENSEN

Company: Shesfreetobe
Title: Director and Female Inclusion Expert
Country: New Zealand

Working after finding out I was pregnant was the most challenging time of my career. After two years of infertility, when the day came, I was terrified and nauseous at seven weeks and I had no idea what to say to my workplace and when. I was the first to be in this situation and it felt lonely. I informed my boss as I didn't feel fit for work, and he was incredible. After that experience, I collaborated with our health team to provide procedures and support for the next underground mothers, so the process was clear.



Kristy Christensen wears two (hard) hats – one, as a senior mining engineer at Ironsands mine, and the other, as an advocate for more female-friendly workspaces in the mining industry.

Through Shesfreetobe, Kristy helps mining companies overcome structural workplace design barriers to female inclusion. Kristy fell in love with mining through a role in gold exploration and work underground in coal mines in Australia – two powerful early-career memories are catching ‘gold fever’ and being utterly awed at the scale of underground operations. This connection to the industry drives Kristy to push for better ways of working, especially on behalf of those who might feel less able to speak up.

“It can be hard as an employee to talk about these barriers, so I’m the conduit to enable those conversations to take place,” says Kristy. “I know what it feels like to be excluded, and I work hard to build a sense of inclusion for future generations. To create workplaces that reflect the communities we operate in creates connection and a united sense of purpose, which is game-changing.”



The process of dialogue with Indigenous communities has been one of the most enriching experiences, a unique opportunity for growth. It allowed me to get to know the territory, to generate a close dialogue, to listen by looking into the eyes. In this process I met very valuable people and learned about their culture; they shared with me the difficulties they face and jointly we generated projects to improve their living conditions from their own worldview.

AMPARO CORNEJO

Company: Teck Resources
Title: Vice President of Sustainability and Corporate Affairs
Country: Chile

Amparo Cornejo's background is not typical for the mining industry – she has degrees in journalism and political science, and has worked as a university professor of strategic communication – but it has shaped her ability to listen, build consensus and create policies that work for a variety of stakeholders.

At Teck, Amparo provides strategic direction to community and government relations, corporate affairs and employee communications across all Chilean operations. She has distinguished herself in her leadership of two Indigenous consultation processes in the environmental assessment of the Quebrada Blanca Phase 1 and 2 projects, efforts that earned Amparo recognition from the Canadian Embassy in Chile for her contribution to the development of Indigenous peoples.

"The dialogue process meant being in front of people who have a different view of the world, who have other timelines, other priorities," she says. "Earning that trust has enriched me as a human being."

In 2019, Amparo was named Executive of the Year by Women in Mining Chile.

My motivation is boosted daily when I see the real intention of following the path of respect and dialogue, focusing on the sustainability of a responsible and engaged operation. There are many instances that guide me and keep me inspired, and I find them, mainly, in my female co-workers.



ANA CUNHA

Company: Kinross

Title: Government Relations and Social Responsibility Director

Country: Brazil

Ana Cunha has spent more than two decades in corporate affairs and social development. For the past seven years, she has driven internal and external communication programmes that have made significant contributions to the mining operation's social licence, and to the socioeconomic development of the territory in view of the future decommissioning of the mine. Ana finds deep inspiration in supporting transformations in the communities hosting the mining industry.

Ana sees herself as a contributor to the construction of a more inclusive mining industry – one where women are “respected for their competence and not their beauty” and where they have access to the same opportunities as men.

Through her work, Ana has come face to face with her own understanding of diversity, and seen the need for all of us to check our assumptions if we are to have genuine equality and inclusion. “My eyes see the intersectionality of a black, Latin, and lower middle-class woman. I am still trying to learn other forms of diversity, questions that label and exclude human beings.”

KATIE DAY

Company: Fortescue Metals Group
Title: General Manager
Country: Australia

Katie Day's rise through the ranks at Fortescue began a decade ago, when she joined the company as a department personal assistant. After roles in rail operations, today Katie manages Eliwana, Fortescue's mine and rail development in the Pilbara region of Western Australia.

Katie is known for her resilience in leadership in a male-dominated environment, and for her adaptability, working both fly-in, fly-out and in residential settings. What has really fuelled Katie's rise, though, are the people skills she has coupled with deep operational knowledge and a steadfast commitment to her team's health, safety and wellbeing.

Katie has earned her teams' respect from the way she leads, but also from her willingness to see things from their perspective. As an example, she chose to complete the shunting course so she could see what it was like for her team working out in the Pilbara heat, shunting the trains. "While challenging, I was grateful for the experience as it gave me a real insight into the conditions my team members faced and how we could fix them."



As a leader I love seeing people succeed. I aim to support my team's goals for development and growth as I believe our best ideas come from our Fortescue family. Personally, I am driven by connecting with people and showing I care. I think I bring a fresh perspective to how leaders engage with and empower their team members.





SERPIL DEMIREL

Company: Esan Genel Muduru

Title: CEO

Country: Turkey

There are two main reasons my job is so satisfying for me. The first is that I am doing a job I really love, and the second is that I can add value to myself, others and even the world while doing my job. In other words, it does not matter your gender, nationality, race, what industry you work in, or even what you do. What matters is how you feel while doing your job. My suggestion to everyone entering business life is to ask themselves, how would I like to feel while doing this job?



Metallurgical engineer Serpil Demirel first began her career in the mining industry, starting in sales and then gradually took on greater leadership. Her trademark has been a laser focus on company culture, and shaping that culture to meet the changing needs of both the company and the broader business space.

When Serpil was appointed as CEO, she focused her energies on preparing the company for the future. Profitable growth, sustainability, digital transformation, R&D and innovation were particularly prominent on her agenda. She was driven, she says, by the young people making up the majority of Esan's workforce: "Their hopes and appetites for the future, and their love for their jobs and professions are inspiring."

At Esan, Serpil has devoted great attention to shared values and their reflection across the company at every level, from strategies to minor operations. She has also worked hard to ensure women feel welcome at Esan, tailoring recruitment and workplace policies to really walk the talk. Today, Esan has the highest percentage of female employees across the entire Turkish mining industry.



I keep in mind that I worked at the mine while pregnant and that I helped to find a gold mine. It was one of the best moments of my career. Having been the only woman in my class, it is a challenge that I have been able to meet and at the same time overcome the prejudices and stereotypes about women in this work environment.

AIDA DIOP NDIAYE

Company: Women In Mining Senegal
Title: President
Country: Senegal

A geologist by training, specialised in environmental safety and extractive sector governance, Aida Diop Ndiaye is also an activist who believes that the only way to achieve social progress is through action. "I opted for geology which is strongly dominated by males because, for me, science has no sex. As a geologist I wanted to lead the way for women and defend and promote their rights," she recalls.

Since 2012, Aida has worked to promote women's leadership, inclusion and participation in mineral resource governance. She is also an active promoter of science and technology education for girls and a defender of the rights of women and minority populations – and she's nowhere near done. "I plan to continue to advocate for a better consideration of gender in this sector because I am convinced that development will not happen without women. I also intend to continue to promote good governance of our resources, transparency, inclusion and diversity for an egalitarian society where women can fully enjoy their rights."

SHEFFIELD DOUGLAS

Company: Thunder Mining Co.

Title: CEO

Country: Guyana

Sheffield Douglas grew up in a gold mining community, but her first real encounter with the industry was as a teenage environmental activist following a local mining disaster. The experience shaped Sheffield's view of how mining can and should work with the local environment and communities.

Although that teenage environmental crusader now sits in the C-suite of a mining company, Sheffield remains an activist, dedicated to using her voice to help others. She was recently recognised by the state of Guyana for her work to combat human trafficking and for her contribution towards the country's socio-economic development through Thunder Mining Co.

Sheffield considers environmental compliance to be one of the industry's greatest challenges over the past decade, owing largely to a lack of adequate infrastructure and geological data – something she believes is behind widespread deforestation and land degradation. "There's definitely a need for greater emphasis to be placed on several issues including the availability of geodata and better mining area planning in order to prevent unnecessary damage to the environment and its inhabitants," she says.



In my late teens I was an activist fighting for environmental justice after the 1995 Omai gold mines spill, where 4.2 million cubic meters of cyanide-containing slurry sediments spilled into our beloved, mighty Essequibo river. The health and socio-economic devastation along the watershed including my village river's view was vast and incomprehensible. I credit that devastating experience with my current attitude towards mining: irrespective of the challenges and cost factor, to mine with the environment and its inhabitants in mind by employing all best practices.

Find the strength to get back up. We are still in a shifting industry and whilst there are many champions and initiatives, there are many moving parts. We will be marginalised, we will be invisible and we will be silenced, but we must all remember to get back up. Connect with people who bring the best out in you and stay focused on how you can be your best self every single day.



FLORENCE DRUMMOND

Company: Indigenous Women in Mining and Resources Australia
Title: Co-Founder and CEO
Country: Australia

Florence Drummond is a Dauareb Wuthathi woman focused on working with industry to create sustainable opportunities for Aboriginal and Torres Strait Islander people in Australia's mining and resource sector.

Florence joined the mining industry in an operator role, so chosen because the work allowed her to stay closer to home. She found a calling. "What inspires me to stay is knowing that I am in a position to work with industry to inspire best practice for our Indigenous workforce. Be in a position to create a safe space for the tough questions to be asked and to build relations with all stakeholders. To demonstrate to other women that we are visible and that our voices do add value to the conversation. To show up."

Through IWIMRA, Florence has created a platform for voice and visibility for Indigenous women in the mining sector in Australia, and globally. She believes that relations with host communities and Indigenous peoples are foundational to the industry's future, and she uses her perspective, experience and position to advance that cause.

SEBNEM DUZGUN

Company: Colorado School of Mines

Title: Professor and Fred Banfield Distinguished Endowed Chair

Country: United States

The mining industry has been in an accelerated change this past decade due to digital transformation, autonomy, emerging societal requirements and energy transition, which has required the development of new skills for the workforce.



Sebnem Duzgun's remarkable career includes hands-on experience on a variety of challenges at a variety of sites, research at Massachusetts Institute of Technology as a NATO Scholar, four books, more than 250 papers and numerous fellowships.

"I was fortunate to be involved in large interdisciplinary teams early in my career, which helped me recognise the value of diversity, inclusion and access – which is required for sustainable industry practices and for endorsing innovation to leverage the mining industry's performance in the fourth industrial revolution," she says.

Sebnem has extensive experience in big data and AI in the mining life cycle, virtual/augmented/mixed reality and serious gaming for technical training and collaborative decision making. In one project, to analyse the needs of the future workforce, she established a team of academics and professionals to develop an AI system for rapidly assessing training needs for new jobs in the industry and workforce in transition. They developed training modules that utilise virtual and augmented reality and gaming technologies – modules that have also proven effective in remote training during COVID-19.



The industry's greatest challenge lies within the nationalisation of the workforce and, ultimately, the industry itself. Mali has large mineral resources and the extraction of these minerals relies heavily on an expatriate workforce. We should be striving to improve the skills and knowledge of Malian employees; in doing so we are stimulating local economies, furthering education opportunities of the next generation and in due course, bettering the lives of all Malians.

AWA FOFANA

Company: Resolute Mining
Title: Underground Safety Superintendent
Country: Mali

Awa Fofana was born in the dry season of 1984 in Tabacoto, to parents who worked as artisanal gold miners during the dry season and farmed during the rainy season. She moved to a larger village to complete high school, then to the capital Bamako for a Master's in English. Before she joined the mining industry, Awa rounded out her skills, earning credentials in health and safety, leadership and management, and auditing.

Awa participates in the training opportunities Resolute puts forward to upskill the Mali workforce and encourage more Malians to work in the mining industry as more than just labourers. Her recent promotion to underground safety superintendent at the Syama gold project shows the potential of local workers – something Awa is immensely proud of.

"I fully believe that the future in mining lies with nationalising the workforce so that there is less of a need to rely on expatriates," says Awa. "I believe we should be keeping the financial benefits of African resources in the hands of local people."

I believe the biggest challenge and opportunity facing mining is modernisation. We need to transition to a low carbon economy, fairly and optimally manage the use of scarce resources such as water, and work with communities to build social value through the mining life cycle. The modernisation opportunity also includes developing the workforce of the future and integrating the use of technology such as automation, AI and predictive data analytics to drive better outcomes.



BOBBIE FOOT

Company: BHP

Title: Head of Health, Safety and Environment

Country: Australia

Bobbie Foot joined the mining industry as a health specialist with a passion for helping people, both through preventing injuries and by caring for and supporting rehabilitation where injuries occurred. She was drawn to mining because the industry was striving for lasting change – a project she wanted to be part of.

From Bobbie's perspective, the industry needs to move beyond compliance and into building social value. Bobbie's personal focus in this space is on sharing information to learn and move quickly on innovation that saves lives or drives better sustainability outcomes. Big data is a part of this – applying numbers and predictive analytics to foresee safety events and move to prevent them.

Bobbie serves on a number of industry advisory boards and committees in health and safety. She uses these opportunities to share and promote best practice, drive innovation and positive change, and advocate for the establishment of higher standards and stronger controls. A particular highlight was presenting to a United Nations committee on integration of social value concepts into environmental rehabilitation and mine closure.

CAROLINA GARCIA

Company: BHP Minerals Americas

Title: Training Specialist

Country: Chile

Industrial engineer Carolina Garcia came to the mining industry “by a stroke of luck” after hearing that the Chilean Mining Council was looking for a female engineer for public relations, since they understood that a cultural change had to be promoted in areas where a men-only culture had been normalised.

Some years into her career, Carolina was in an accident that left her disabled and in a wheelchair. Carolina became a coach as a way to reinvent herself, and has since become an in-demand speaker and advocate for people with disabilities. She is also the founder of Comunidad Inclusiva, a foundation that seeks to achieve equal rights and opportunities for women and people with disabilities.

Carolina’s experience of being a woman with a disability has informed her understanding of diversity and inclusion, and fuelled her drive to ensure others don’t experience the exclusion and injustice she has felt. “Who more than me, from my situation, can understand the value of diversity to provide better solutions to different problems?”



Life does not always give you second chances. Without a doubt being hired again at BHP despite my disability marked a milestone in my working life, which has left me highly motivated and enthusiastic. In addition, having been able to visit the mining sites again in a wheelchair and once again appreciate a blasting makes me feel lucky and grateful.

MARIA DE GASPERIN DEL RIO

Company: Newmont Peñasquito Mine
Title: Corporate Social Investment Chief
Country: Mexico

Today more than ever, the world calls for industries that have sustainability as their guiding pillar. Given this, the biggest challenge of mining is to build operations based on dialogue for development with stakeholders. Building joint projects and establishing trustworthy relationships will ensure a social licence to operate. I believe it is possible to build sustainable companies for the economy, society and the environment, that also empower local talent to achieve great results.



Maria de Gasperin del Rio has dedicated her entire adult life to social development. She was just 16 years old when she led an international initiative to promote education for vulnerable communities – a project that is still active as a registered NGO. For her, the experience underscored the power corporate and government policies have to shape people's lives.

Maria's entry into the mining industry wasn't by design, but followed a sustainability project for the cement industry, which directed her work to extractives. Today, she works to innovate ways to create sustained value, particularly in Newmont's operations. She has promoted social and economic development programmes, worked on the continuous improvement of sustainable development procedures and standards, and collaborated on the design of impact evaluation systems and platforms.

From Maria's perspective, the mining world needs more empowered, creative, innovative women eager to find solutions to the industry's problems – and if her work can help those women get a seat at the table, all the better.



Being an entrepreneur is both exciting and challenging. It takes a strong appetite for risk and an ability to adapt under a constantly changing environment. Despite the challenges, what is so satisfying is the opportunity to really make change, see people grow and know that you played a role. If I see a problem worth solving, I cannot sit back and do nothing. I am driven to make things happen. It is just who I am.

TARA GILFILLAN

Company: Optimize Group
Title: President
Country: Canada

A serial entrepreneur who has spent more than half her career in the mining industry, Tara Gilfillan believes mining is essential to maintaining and improving the lives of everyone on the planet. "I joined the mining industry because I wanted to make a difference," she says. "It is not a question of whether we mine, it is a question of how."

In her current role, Tara confronts the how, and works daily to better it. Optimize Group Inc is a mine-to-mill project development engineering company with offices on three continents. Partnering with clients across the full lifespan of projects, from study development through execution oversight and due diligence, Tara's goal is to create sustainable, long-term value in the mining industry and for the planet. She and her team drive at this through innovation, collaboration, and a commitment to the idea that mining creates real value. This means mining projects that deliver not just economic gain but also offer social benefits to all stakeholders, and leave behind a reduced environmental impact.

KATHRYN GOODENOUGH

Company: British Geological Survey

Title: Principal Geologist

Country: United Kingdom

Kathryn Goodenough leads the British Geological Survey's research into the geology, resources and mining of critical metals needed for green technologies, such as the rare earth elements and lithium. She collaborates with geological surveys worldwide, particularly in Africa, on projects relating to sustainable management of mineral resources.

Kathryn studied geology because she wanted to work in science and spend time outdoors. Her particular skills have steered her career to focus on the critical metals we need for modern technologies such as electric vehicles and renewable energy. "I'm inspired by seeing how vital geologists and the mining industry will be in identifying the resources that will allow us to decarbonise and address climate change," she says.

Looking to the future, Kathryn sees an increasing global reliance on mining to produce the minerals needed for a low-carbon world. For her, this underscores the need to demonstrate to the wider public that mining is not a dirty, old-fashioned industry – rather, that it is striving to be cleaner, greener, safer and more efficient.



As the world moves away from oil and gas, mining is going to become increasingly important; many of the technologies that will replace fossil fuels require raw materials that can only be provided by the mining industry. It's essential that policy makers and the public understand the importance and relevance of mining to decarbonisation. I take every opportunity that I can to communicate this to those who need to know, and to emphasise the importance of mining for the future.

Products from the mining industry flow into every aspect of peoples' lives, and we have a duty to produce them in a responsible, sustainable way, leaving the world in a better place. I can honestly say that Anglo American works hard every day to try and improve people's lives, and not only do I have a role to play in that, but I have contributed to that over the past eight years. That makes me feel proud to be part of this industry.



SIOBHAN GRAFTON

Company: Anglo American plc
Title: Chief Financial Officer, Technical & Sustainability Division
Country: United Kingdom

Chartered accountant Siobhan Grafton came to mining by way of work in auditing, specialising in large global entities. With a love for travel and extensive experience working overseas, with different cultures and in global shared services, Anglo American offered the role and culture she was looking for. In the eight years since joining, Siobhan has made substantial contributions to Anglo American's culture, particularly as a founding member of the company's Women's Network.

While her entry to the industry was in a sense accidental, Siobhan's commitment to staying is deliberate and connected to the centrality of the industry. Mining touches everything. "What inspires me to stay is the significant impact the industry has on society and the environment, both in terms of the products we produce and the way in which we produce them," she says. For Siobhan, the opportunity to be part of an industry so vital to all of life – and to have a hand in making the industry fairer, more gender-equitable, and cleaner – is worth sticking around for.

REEMA HAKEEM

Company: Ma'aden Aluminium Company
Title: Senior Contract Specialist
Country: Saudi Arabia

Being part of the first group of ladies to join mining in Saudi Arabia is remarkable because we are paving the road for the coming generations to go above and beyond and accept the challenges with a brave heart.

To every woman who wants to enter this industry: congratulations for your courage. My advice is to work smarter – not harder – and have a positive attitude.

Get to know your team, be supportive, and consider every challenge as an opportunity to evolve, sharpen your skills and enhance your personal growth.



Reema Hakeem is one of Saudi Arabia's trailblazers – women who are pushing past longstanding boundaries and excelling in roles that would have been thought impossible a generation ago.

Long fascinated by the Earth's hidden treasures, Reema majored in computer science and for her university graduation project, built and programmed a Deep Environment Exploration and Interaction Robot. She earned a podium finish at a national science competition.

After starting her career as an analyst in the banking sector, Reema moved into oil and gas and last year took a longed-for leap into mining. "The most exciting moment was when I visited the smelter for the first time," she recalls. "Nothing can be compared to the work that is done in the field."

Reema sees great potential in Saudi Arabia's mining sector, especially with the right education. "We still don't have the specialist undergrad programmes the industry needs, like mining engineering. Offering these will enrich the market with experts who will add value to the industry and the economy."



In my view, the biggest challenge for the industry is undoubtedly related to sustainability. The way to overcome it is to approach it collectively – to set out our common goals and put together a pragmatic and achievable plan to make it happen. All of us in the metals and mining industry have to embrace these challenges or risk irrelevance, and I'm excited to see how we as an industry can innovate to forge a sustainable path forward.

GEORGINA HALLET

Company: London Metal Exchange
Title: Chief of Staff and Chief Sustainability Officer
Country: United Kingdom

Georgina Hallet joined the industry by chance when she took a temporary role at the London Metal Exchange eight years ago. “I quickly felt that working for the LME was a unique experience,” she recalls. It was partially the people – her colleagues were interesting and culturally diverse – and also the LME itself, at the nexus of the financial and mining industries.

In her current role, Georgina leads the LME’s work on sustainability. She was central to last year’s rollout of responsible sourcing rules, which focus on embedding standards related to human rights, governance and transparency into the LME’s brand listing requirements. It has been a career-shaping experience.

“Imposing ethical standards across the LME’s brand lists has the capacity to bring such meaningful change,” she says. “But it’s also incredibly challenging – balancing the need for change with what is actually feasible to implement, accepting imperfect first steps, translating broad principles into binding rules, and working with a diverse group of stakeholders with differing views.”

I was recently at an event where a list of key challenges for the future of mining included asteroid mining but failed to mention that 40 million men and women – 90% of the global mining workforce – still use physical strength and rudimentary tools hardly changed for thousands of years to produce significant proportions of our minerals. I believe that one of our biggest challenges is to grasp this and make serious efforts, at scale, to bring artisanal mining from obscurity into focus.



KAREN HAYES

Company: Pact

Title: Vice President, Environment, Energy & Extractives

Country: United Kingdom

Karen Hayes has worked on governance, conflict and development issues in the mining sector for almost 20 years, with a particular emphasis on the challenges and opportunities associated with artisanal and small-scale mining.

Twenty years ago, while looking at the impacts of artisanal mining on the biodiversity conversation, Karen realised that while people were concerned about biodiversity, too few cared much about the miners – hardworking and often desperate men and women who were trying to survive and feed their families. Even more rarely, Karen noticed, were they recognised as contributors to international supply chains or as miners who needed mineral rights, technical training and access to finance.

Karen's career has taken her around the world, setting up support programmes for miners and advocating for their rights. "When a miner tells me that her workplace is safer thanks to the new systems in place, or that she has received a better price for her minerals, or that her children are back in school as she can pay their school fees, my heart lifts. This is what it's all about."

JANINE HERZIG

Company: MetVal, Base Resources, AusIMM
Title: AusIMM President and Chair, NED Base Resources and Director MetVal Consulting
Country: Australia

A veteran manager, mentor and tireless supporter of the mining industry, Janine Herzig knows the life-changing power of a good opportunity. "I was raised in a rural community with no exposure to mining," Janine recalls. "I loved maths and science, so engineering was a natural fit. Being awarded an academic scholarship at university and vacation work in Mount Isa sealed my fate."

Three decades later, Janine's minerals industry experience spans executive management, consulting, technical and production roles. Remarkably, her volunteering history is almost as long.

An active member of the AusIMM since 1989, Janine has spent the last 20 years volunteering with the body, raising the profile of STEM, the resources sector and the work of scientists and engineers. Janine also serves on scholarship interview and selection panels for national and local awards. She has seen 55 deserving students awarded life-changing scholarships and has developed a mentoring programme for recipients. Janine regularly checks in with recipients after graduation, encouraging them to be ambassadors and role models for the next generation.



I love the passion and professionalism of the sector, the constant drive to optimise and uphold professional and ethical standards. I also love the diversity of professionals required to work together to unlock the value of ore deposits. There have been many challenges throughout my career, but the most recent achievement I am proud of is championing the efforts of the AusIMM to establish a Chartered Professional discipline in Social Performance and a Social Responsibility Framework for our members.

KATE HOBBS

Company: OZ Minerals
Title: Manager Studies – Prominent Hill
Country: Australia

I was often told that I don't have what it takes to manage an operational department on a mine site. I heard this more than once with different reasons given: I hadn't trained as an engineer, hadn't spent time 'at the face', wasn't tough enough, was too young – there are many more. I spent a significant amount of time and energy 'fixing' these parts of me when, upon reflection, it was these differences that have enabled me to add a lot of value to the industry.



Kate Hobbs started her career in mining as a trailing spouse, when her husband's career took the pair to a mining town. With a business degree and work experience in a pub and a childcare centre, Kate wasn't a typical hire. But as she says, "Turns out you can do some amazing things in the mining industry, even if you start out as a departmental administrator and with qualifications that have nothing to do with mining."

Kate's current role, leading the assets expansion study, is an example. In six months, through the application of design thinking, agile ways of working, broad collaboration and a new way of looking at the ore body, Kate has established the expansion project as one of OZ Minerals' top investment opportunities.

A champion for diversity and a member of AusIMM's Diversity and Inclusion Council, Kate is proof that mining's future looks different to its past. "I like to think I am visibly demonstrating that to be a leader in our industry, you don't need to be a middle-aged white male with a traditional authoritative management style."



Greater diversity doesn't just mean more women in senior management teams – it is far broader than that. However, I'm optimistic that continued focus on the importance and benefits of building an inclusive workforce will mean that senior management teams will diversify. Every company should be asking themselves, "Where is the diversity in this conversation?" because this industry, and every industry, needs disruptive voices to propel them forward.

GAY HUEY EVANS

Company: London Metal Exchange
Title: Chairman
Country: United Kingdom

As Chairman of the London Metal Exchange, Gay Huey Evans has led a major technology infrastructure rebuild and steers the LME's diversity and inclusion agenda and sustainability initiatives. She also sits on a number of boards, is a Trustee of the Beacon Collaborative and Wellbeing of Women, serves on Chatham House's 20th Century Committee and is a member of the US Council on Foreign Relations.

Awarded an OBE in 2016 for services to the financial service industry and diversity, Gay is an advocate for ensuring markets build trust through accessibility and transparency, and for increased diversity. "A diverse workforce is vital to avoid groupthink and to ensure we keep challenging ourselves and innovating," she says.

Gay believes that for the industry to future-proof, it needs to focus on three things: technological innovation, transparency, and environmental, social and corporate governance. She is particularly proud of the LME's responsible sourcing work. "We have thrown down the gauntlet with this and I am hugely ambitious about what we can achieve to push the sustainability agenda further," says Gay.

KIRSTEN HUND

Company: De Beers
Title: Head of Carbon Neutrality
Country: US

Kirsten Hund has worked on the social and environmental impacts of mineral extraction on developing countries for almost two decades. Her entry into the industry was accidental: a thesis on the role of diamonds in the conflicts in Sierra Leone, Liberia and Angola landed Kirsten a job with an NGO focused on conflict diamonds. Kirsten quickly connected to the civil society groups across Africa working to make mining a more sustainable contributor to development, and she was hooked.

"Minerals are so essential to everything we do and have such potential to contribute to development, yet mineral extraction is fundamentally unsustainable and has a massive material footprint. Trying to make that contradiction work for the people who need it most keeps me up at night, but also gets me out of bed in the morning," she says.

Kirsten's focus is helping mineral-rich developing countries respond to the growing demand for minerals needed to manufacture clean energy technologies by sustainably developing their mineral resources, while decarbonising their mining sector. She has also led mining sector governance support projects in Armenia, Georgia, DRC and Niger.



We cannot separate social and environmental impacts any longer: people and their environment are fundamentally connected. And it's not a matter of 'pick and choose' between 'soft' topics anymore, either. We can't choose between saving trees or people. None of this is soft. It's core business, and needs to be treated as such.

Building a positive and sustainable workplace culture takes time, transformational leadership and a multitude of people initiatives to ultimately break down cross-functional silos, drive inclusive teams and embrace diversity. The goal is to be one team. This motivates me to continue to have connecting conversations that bring meaningful outcomes and improve the way we deliver. It's our people, after all, that make this happen.



BROOKE HURT

Company: Yancoal
Title: Group Manager Leadership and Culture
Country: Australia

Brooke Hurt is a high-energy executive human resources executive leader focused on championing a greater balance of diversity and inclusion within mining across all minority groups. At Yancoal, Brooke leads a variety of leadership, coaching, recruitment and retention programmes.

Brooke's entry to the industry was initially down to curiosity: she was intrigued by the complexity and differences between mines, rosters and the lack of diversity across the globe. From her perspective, mining offered a challenge, but also a wealth of opportunities – across sites, companies and the entire industry – to make a difference whilst having the opportunity to build an amazing career.

Once inside the industry, it didn't take long for mining to feel like home.

"Most employees spend all or part of their time at work in a high-risk environment and although this comes with a strong focus where safety is paramount, it also brings an abundance of team spirit where colleagues become friends and soon thereafter the role, the company and the industry bring such a strong sense of belonging it feels like your family," says Brooke.



WOMEN IN MINING



BIBI-BATIMA ISKAKOVA

Company: KAZ Minerals
Title: Lead Hydrogeologist
Country: Kazakhstan

The biggest problem is a lack of well-trained personnel, especially hydrogeologists. In this country, this profession is not in high demand due to a lack of understanding of its importance, especially in the mining industry. We need to raise the prestige of this profession, to train highly specialised mine hydrogeologists who know the specifics of mining, understand the processes taking place in the rock massif and can correctly assess the risks associated with groundwater.



In 1980, as a young hydrogeology and engineering geology student, Bibi-Batima Iskakova won the All-Soviet Contest for the best scientific student work. She joined the Scientific Institute of Mining Geomechanics, in Kazakhstan's coal country, and then took a job on an exploration expedition in the Karaganda coal basin.

For eight years, Bibi-Batima carried out underground hydrogeological surveys in coal mines, work she describes as being difficult, scary and exciting. "I had to go to the most remote corners of mine workings in order to understand where the water flows from and in what direction. In old workings, where the roof was sagging, I had to crawl on my knees. I had a fear of the dark and a fear of getting into a gas trap, but I overcame those fears," she says.

Today, although Bibi-Batima's tools and approach have changed, her goals are the same: to understand the processes occurring in the subsoil and make the right decisions to reduce the impact of groundwater in mine workings and ensure the safety of workers.



The challenge is to prove that the sustainable and social agenda is for real. Long-term investment in safe and environmentally friendly operations in line with engagement with local communities has been and will remain the way forward. Recent development of green and sustainable finance in the mining and metals sector is a strong indicator that companies globally are becoming more and more responsible and gradually integrating with the new reality.

ELENA IVANOVA

Company: UC RUSAL Plc Moscow branch
Title: Director, Corporate Finance
Country: Russia

Elena Ivanova started her career at a law firm specialising in metals and mining. She was fascinated by the mining world, and after getting to know the industry and meeting some exceptional people from the operational side, Elena decided she had found her path. “Even though I am not directly involved in the production processes and instead focused on finance and investment, I believe that the role of financing is comparable to the blood system in the human body: its stable and timely function is vital for sustainable growth and development across the industry,” she says.

Elena’s expertise at RUSAL includes managing corporate financing and investments across various market tools, such as project financing, syndicated loans, pre-export finance. Elena recently worked on a high-profile sustainability-linked syndicated loan that integrated a focus on the transparency of green aluminium production into the structure of the loan. Since executing this first-of-its-kind transaction, RUSAL has seen a spike in interest from banks to develop this type of financing – essentially, merging ESG projects with financing instruments.

The industry's greatest challenge is relevance. Relevance of the products produced from what we mine, particularly as new and alternate materials become available. Relevance for people, in creating mining jobs with meaning and purpose, especially as societal expectations continue to evolve. Relevance in the way the industry chooses to create value. But our industry can rise to meet the challenge.



GABRIELLE IWANOW

Company: OZ Minerals
Title: General Manager, Prominent Hill
Country: Australia

Gabrielle Iwanow was working for the Australian Government in the Office for Aboriginal & Torres Strait Islander Health when a friend of hers saw a role advertised with Comalco (part of Rio Tinto) and encouraged her to apply. Gabrielle was curious: could her ability to create positive change for people be achieved on a larger scale? The answer was yes – absolutely. Gabrielle spent 14 years with Rio Tinto working across the globe in diverse roles in different commodities, functions and operations.

“Hearing from the people actually doing the work – our operators, process techs and maintainers – about what we get right and what we haven’t quite nailed is tremendously rewarding,” she says.

At OZ Minerals, Gabrielle is accountable for all on-site mining, processing and associated infrastructure at Prominent Hill copper-gold underground operations, including oversight of a new power line construction project. Her aim is to shape a workplace that is more inclusive and welcoming for all sorts of different people – one without the barriers of traditional roster patterns, hours and locations, and where high-risk activities have been automated.

AMY JACOBSEN

Company: Behre Dolbear Group
Title: Chair
Country: United States

The daughter of a mining engineer, Amy Jacobsen has mining in her blood – but it took a field trip to a molybdenum mill during her BSc degree to make the metallurgical engineering student realise what was written in the stars.

“I remember walking into the mill house and seeing, hearing, smelling and feeling those ball mills grinding the ore. I was hooked. I changed my degree focus at that moment and had two senior years,” she says.

Decades later, Amy’s journey has taken her from work as a plant metallurgist to consulting, management and Board membership in the minerals and electric power generation industries. Her newest role is as adjunct professor at the Colorado School of Mines, her own alma mater, teaching mine investment evaluation as part of a new master’s programme in mining engineering and management. Alongside teaching and her day job, Amy is president of the Mining and Metallurgical Society of America (MMSA) – the first woman to hold this post in the organisation’s 112-year history.



Sometimes, the challenge is not in running the company, but in finding balance between career and personal life. Sometimes you have to know when to step down or to make a change because your job is done and someone else needs to step in. Sometimes we need to lead and other times we need to be on the support team.

MIRIAM WAIRIMU KAMAU

Company: Mimo Gem Traders
Title: Founder and Director
Country: Kenya

The gemstone mining industry is primarily dominated by international, rich men who are well-versed in technology. I didn't have this, so I would dress in layers to protect my body from snakes and other crawling animals in the bush and head off in search of gemstones. Sometimes I would go three days without showering. I would sleep in my car, working alongside snakes, scorpions and elephants.



Gemologist Miriam Wairimu Kamau describes her own ascent out of poverty and into mining, eventually starting her own company, as “a wonder”. It’s hard to disagree.

Born into an economically disadvantaged background in rural Kenya, Miriam’s dreams of higher education were dashed when her father died just after she completed high school. To support her family, Miriam took up work as a housemaid.

Opportunity knocked when an American gem dealer hired Miriam as a tea maker and receptionist. Fascinated by gemstones and the gem trade, Miriam learned all she could and saved her salary to pay for training on gemstones. She was eventually certified in diamond and coloured gemstone identification, including processing from rough to full cut polished minerals, cutting, sorting and marketing.

For Miriam, the next step was going upstream: mining gemstones. She quickly earned the respect of the veteran gem miners – all male – for her courage, drive, and results. Today, Miriam has 17 years behind her as a successful gemstone dealer, miner and creative artisan.



When I joined the mining sector more than 20 years ago, there was not much space for females, particularly for non-western females. Today, the mining sector has evolved a lot, but there's still more to do. I personally always speak of diversity and inclusion, as diversity alone does not enable the minority to develop, it only allows you to be present or tolerated. In my view, we all must be part of the changes in the industry.

MARIE-CHANTAL KANINDA

Company: Glencore DRC
Title: Head of Corporate Affairs
Country: Democratic Republic of Congo

Marie-Chantal Kaninda didn't plan on working in mining – she wanted to be a banker. But a chat with a friend led to a chance application for a vacancy in administration, and 24 years later Marie-Chantal is still here, engaged by the impact mining companies can have on the communities living around operations, and their contributions to the country's economy.

One experience that has stuck with her was the double relocation of a community living close to exploration activities. The challenges were rife: convincing the community to move; informing them they would be moved twice, first to prefabricated and then to solid housing; facilitating agreement on where they would move. "More than 10 years later, the community is still living in that area, with no regrets. I'm proud to have been part of this process," she says.

Marie-Chantal is also founder and creator of a non-profit organisation, the MCKM Foundation, which focuses on education for girls in the DRC. She has twice been named one of the most influential women in Africa by Forbes.

SINEAD KAUFMAN

Company: Rio Tinto
Title: Managing Director – Copper & Diamonds Operations
Country: Australia

As a young geologist, Sinead Kaufman joined the mining industry as a means to live in some of the world's more unique locations and immerse herself in new cultures and communities.

Having spent more than a decade managing sites across Australia, Sinead has certainly checked the 'interesting people and places' box. She has also contributed to them, leading a Rio Tinto mental health working group that provided a framework to support the mental health and wellbeing of employees and their families across Western Australia.

Now accountable for operations spanning the globe, Sinead remains passionate about wellbeing and helping people feel supported at work. This means mentoring and sponsoring leaders within and outside Rio Tinto, and making mining a more attractive sector to young people.

"We need to ensure that resource companies are clear on their strategy to support sustainable mining practices through responsible stewardship of the assets we are mining and care for the communities who live around them," she says.



My most meaningful challenge was establishing a mental health framework to support thousands of employees working in remote communities and fly-in, fly-out operations in Western Australia. Having a programme that was developed in-house, peer reviewed by Harvard Medical School and rolled out throughout all our operations was a proud moment.

To my mind, our task is to enhance prestige of the engineering profession, starting from secondary education. We need to inform young people of the achievements of engineers and the social orientation of mining programmes. To provide an understanding of the profession's significance, and how it gives confidence in the future, how important human participation is to the production process by making something you can touch with your hands.



NATALIA KAYBALINA

Company: Highland Gold

Title: Managing Director, Taseevskoye LLC

Country: Russia

Natalia Kaybalina was born in Eastern Kazakhstan and spent the first phase of her career in that country's mining heartland. After moving to Russia in 2009, Natalia served in the Trans-Baikal Territory before taking a role in Moscow. Today, she manages the Taseevskoye mine in Siberia, one of the largest gold mines in the world.

Natalia notes that it was a courageous act to want to become the head of an underground mine – and an even more courageous act to actually do so. “Possibly, it was one of the most complicated events in my life. It was almost entirely a male team, about one and a half thousand persons. It was necessary that they believed in me and in my abilities, and that we worked as a single team. I remember this period with warmth and gratitude to people and a definite pride in myself and the mine staff,” she says.

Unusually for a surveyor, Natalia is also a sociologist: in 2018, she completed the master's programme at Transbaikal State University's School of Sociology.

JULIE KONG

Company: De Beers Group
Title: Head of Exploration
Country: Canada

New economically viable deposits are becoming hard to find and develop as our search space shrinks; regulatory approval processes are onerous, and costs continue to increase. We need to use new and improved technology or integrate data in new ways to find deposits in complex or covered areas, and to develop and operate mines more efficiently.



Julie Kong chose mining – specifically exploration – for her career because she liked understanding earth systems and deciphering the history of the rocks and minerals. The technical challenge of exploration work, which she likens to a treasure hunt, is satisfying and by turns, thrilling. “The satisfaction of a discovery and turning that discovery into a mine that benefits the communities we work in and the company we work for is unbelievable,” she says.

Julie has amassed more than 30 years of experience in all aspects of diamond exploration and was involved in the discovery of 11 kimberlite clusters and in the evaluation of 5 kimberlite clusters resulting in the Victor and Gahcho Kue mines. Today, she leads a team responsible for diamond exploration on greenfield and brownfield work throughout Canada and Southern Africa.

From Julie’s perspective, the industry’s critical challenge is to develop a new generation of diverse explorers who put health and safety first, embrace innovation and digitalisation, and have the right competencies and skills for the future: technical, EQ, business and leadership.



My first participation in the company strategy meeting made me realise the importance of diversity and inclusiveness. The group interaction was rewarding in terms of information. Different perspectives helped me correct my thought process. As a result, I've become even more open to group diversity as a means of reaching an informed decision.

MAMAYE KOUMA

Company: Loulo-Goukoto Mining Complex – Barrick Gold
Title: Maintenance Planning Coordinator
Country: Mali

Mamaye Kouma's career origin story is pure serendipity. Five months out of university, she picked up work as a babysitter for a manager at Morila gold mine. Mamaye mentioned in passing her degree in electronics engineering and learned that the company needed a safety officer. One internship later, Mamaye was hired.

Moving from safety officer to manager to maintenance planner, Mamaye drew on her IT and engineering background to build more efficient systems. A 2014 promotion to maintenance coordinator at the Loulo-Goukoto complex put this approach to the test. Her team was firefighting, with no clear strategy. Mamaye brought in change through workshops, a gap analysis and a roadmap. "It was challenging, but I was happy that I was able to put a better system in place where my predecessor had failed," she says.

Mamaye's problem solving skills have brought her full circle, as the driver of 'the women project' – a deep dive into how to recruit and retain more women at the Loulo-Goukoto complex.

Hands down, my best leadership moments in the industry have been around achieving safety excellence. My darkest moments have been around workplace fatalities – when you see and experience that kind of tragedy, it puts a fire in your belly to create an environment where that simply cannot happen.



JODY KUZENKO

Company: Torex Gold Resources
Title: President & Chief Executive Officer
Country: Canada

Jody Kuzenko recalls starting her career in mining as, in her words, “like coming home.” Her father had been a beat mechanic at Inco’s Frood-Stobie mine, and after losing him at just 12, she followed a path that would have made him proud: law school and in-house council at Inco.

Four years in, Jody found her calling in operations, with roles in strategy, safety, health and environment, energy and utilities, and community, labour and government relations. Today, Jody’s focus is the ‘how’ of workplace safety. Experience has shown her that it’s a combination of the right leaders in the right roles, a clear set of understandable and enforceable safety rules, using intelligent systems of work as designed, and giving people a reason to work safely.

Jody’s take on gender in the industry is worth mentioning. “Solutions to gender equality don’t lie in making it easier for less capable women to ascend to leadership positions,” she says. “On the contrary, we should make it harder, much harder, for less capable men to get those jobs.”

ELIZABETH KYALO

Company: Base Titanium
Title: Port & Shipping Manager
Country: Kenya

Shipbroker Elizabeth Kyalo earned degrees in business management, shipping and logistics before starting her career at P&O Nedlloyd (later acquired by Maersk).

Although she had seen herself working in the maritime industry, Elizabeth was intrigued by her encounters with the people and processes in the minerals industry.

In 2006, Elizabeth moved into mining with a job as a shipping assistant at Tata Chemicals Magadi Soda, one of Kenya's oldest mines and the largest at that time. It was the right move, she says: "Working in the mining industry proved to be exciting and fulfilling."

Seven years on, at Base Titanium, Elizabeth plays a critical role in the mining supply chain by ensuring that all minerals produced are shipped to the intended customers. The job encompasses scheduling, product haulage, ship chartering, shipping contracts, regulatory requirements, plant management and staff administration.

For Elizabeth, it's a perfect fit. "The industry continuously presents new experiences, some without precedence. The thrill in working within such an environment and delivering desired results inspires me to stay," she says.



I believe that the major challenge for mining is always setting up. It involves multiple stakeholder engagements many with diversified interests, which in the long run must be harmonised for common good. Clearly defined and measurable objectives must be pursued and communicated to all so that the benefits of mining are accrued to each party.

AMANDA LACAZE

Company: Lynas Corporation
Title: CEO & Managing Director
Country: Malaysia

There is one piece of advice that I would provide specifically to young women. Be bold and own your own achievements. Men are much better at this than women. If you look carefully in any workplace you will see men quietly (and sometimes not so quietly) reminding management of their contributions. I am not suggesting you need to take out full-page advertisements – but don't assume your hard work will be automatically recognised and rewarded.



Amanda Lacaze has had a diverse career in marketing and telecoms, but she is best known for leading the remarkable turnaround of Lynas Corporation, bringing the company back from a 99% drop in its share price.

Lynas is an integrated source of rare earths, from mine to customer, and it was this that first hooked Amanda. But after joining the Board, it became apparent that there were serious challenges across the business. Amanda stepped in as CEO and began the hard work of turning the company around. Six years on, Lynas is the world's second-largest producer of rare earth materials.

The turnaround isn't just on the balance sheet. Lynas's female workforce has grown from 51 to around 120, mainly in operational roles, and there's a focus on retaining and promoting qualified women. "I identified a qualified female chemical engineer working in administration and asked her to take a role as a shift supervisor. She became Lynas' first ever female supervisor, one of our very best performers, and is now a process engineer," Amanda says.



The biggest challenge in the market and industry I'm in is that people do not understand what Botswana diamonds mean to the country and its people. We have a lot of consumers thinking that diamonds negatively impact people and the environment, when in fact, Botswana diamonds are a blueprint for other countries. We mine sustainably and responsibly, and the government of Botswana uses the funds received from diamonds in a responsible manner.

NASEEM BANU LAHRI

Company: Lucara Botswana
Title: Managing Director
Country: Botswana

Naseem Banu Lahri is an advocate for Botswana diamonds and the Botswana model of diamond mining. She's also the first Botswana woman to run a diamond mine in Botswana, and the youngest woman in the world to do so.

After starting her career in coal mining, Naseem spent a decade in corporate finance at Debswana Diamond Company. "What inspired me about diamond mining was the impact it had on individuals, communities and the nation at large," she says.

She joined Lucara as CFO, and five years later was promoted to her current position. Naseem is particularly proud of Lucara's leadership team and its record-beating performance across safety, production and finances. Lucara has also implemented the first digital mine in Africa, with data enabling the operation to proactively solve problems and carry out predictive and preventative maintenance.

Naseem's current focus is marketing blockchain-linked diamond sales platform CLARA. "With COVID-19 travel restrictions it has made selling diamonds in this period simple as people don't need to travel, and it guarantees provenance."

BOIPELO LEKUBO

Company: Harmony Gold Mining Company
Title: Financial Director
Country: South Africa

For Boipelo Lekubo, the draws of the mining industry are manifold: the dynamism of a field where no two days are the same, the satisfaction of contributing to a vital national industry, and the feeling that her work truly matters. "I have seen the difference that the industry has made in the lives of many young people and the communities in which we operate," she says.

As a chartered accountant, Boipelo has extensive experience in group financial management and reporting within the mining industry. Her greatest challenge thus far is her current role, and the pressure of knowing there are countless shareholders and stakeholders holding her to account.

As Boipelo has gained experience and seniority, she has taken it as a challenge to do what she can to ensure more women have seats at the decision-makers' table. She is particularly proud of the steps Harmony has taken to recruit and retain more women – steps that have seen the company recognised in Bloomberg's Gender Equality Index for two consecutive years.



For me, diversity is about finding the similarities and allowing everyone equal opportunities to reach their full potential. In South Africa, we have a responsibility to address the wrongs of the past. At the same time though, we have to support and encourage one another to the betterment of the company and the country as a whole. Strength lies in diversity.

It has been a very intense two years. One of my most challenging moments occurred soon after I began my new role. I had to rebuild dialogue and trust with a strategic partner. Against all odds, we were able to rebuild a bridge that had been cut off. This meant taking risks and employing a great deal of intuition, humility and courage. By striking the balance of remaining firm in our position, but at the same time exhibiting flexibility, we were able to reach an agreement that was acceptable to both parties.



ELLEN LENNY-PESSAGNO

Company: Albemarle – Chile
Title: Country Manager
Country: Chile

Before joining Albemarle, Ellen Lenny-Pessagno spent 26 years as a career diplomat with posts at US embassies in Argentina, Mexico, Spain, Chile and Colombia, helping US companies export to and invest in those markets. She became fascinated by the scale of mining projects and the sector's importance to global markets and infrastructure. Upon retiring from the foreign service, Ellen made the leap into mining.

"Lithium is half mining and half specialty chemical industry. As a lithium producer, we have a great opportunity to positively impact the environment and the planet," says Ellen. "People who buy an electric car want to know that the lithium has been produced respecting human rights, in dialogue with the communities, and with respect for the environment."

Ellen's second career has been full of discovery, and not without its challenges. Her negotiation skills are credited with resolving a difference in the interpretation of Albemarle's contract with CORFO, the Chilean development organisation which manages the lithium contracts in the Salar de Atacama, thus avoiding a lengthy international arbitration process.

TAMARA LEVES HAMEN

Company: CODELCO
Title: Occupational Health Director
Country: Chile

I believe in education as a base factor for the elimination of gender stereotypes and biases, for both adults and children. I dream of an education free of sexism in my country.



Commercial engineer Tamara Leves Hamen held positions in human resources, supply, contract administration, labour relations, health and safety and diversity on her way to her current role. The thread running through her nearly 25-year career path is a desire to serve and support minorities in the industry. In Tamara's words, "First it was contractors, then women, and today I have incorporated the LGTBI world."

Tamara's conviction to speak up for those denied a seat at the table comes both from character and from knowing all too well what that feels like.

Tamara entered the industry around the time women were first allowed underground, and she struggled to get ahead. She recalls interviewing for a new role that would tackle fast-rising accident rates and being asked how she "would not cry with the first difficulty." She responded, "It has cost me blood, sweat and tears to get here personally and professionally, and I grew from each of those events. Do you think something worse could happen to me?"

The room was silent, and the job was hers.



Having worked with the largest and smallest mines I am always astonished by the human endurance and ingenuity that this industry both requires and generates. I am so frequently appalled by the structural violence and inhumanity that persist in many parts of the industry, but I am also alive to the possibilities of what more sustainable mining could be. After 17 years in the industry, the momentum is palpable and so much positive change is happening at pace.

ESTELLE LEVIN-NALLY

Company: Levin Sources
Title: CEO and Founder
Country: United Kingdom

Estelle Levin-Nally founded Levin Sources as a catalyst to build sustainable, valuable and equitable minerals sectors. Estelle is an internationally recognised leader in sustainability, responsible sourcing of minerals and artisanal and small-scale mining, and an advocate for marginalised voices in the mining industry.

Estelle stumbled on the issue of artisanal and small-scale mining and conflict minerals during a master's degree and was instantly hooked. She dove into a research paper and was offered a chance to go to Sierra Leone and work on post-conflict diamonds.

During that time, Estelle interviewed a number of women 'overkickers', who wash the tailings from other artisanal diamond miners in the hope they'll find something the other miners missed. One of these women, a widow who was losing her sight and barely getting by, begged Estelle to take her disabled child back to Canada. The experience and the sheer inequality shook Estelle and drove her to set up Levin Sources as a way to help artisanal miners claim their human rights and improve their own and their children's lives.

The biggest challenge for the industry is the lack of demand growth from the global market in the next decade vs huge liquidity within the financial industry. The stimulus of monetary policy within different countries in 2020 has made some commodities reach a very high price level without solid supply/demand balance to support. Price mainly driven by liquidity instead of market demand can damage the industry's long-term development.



BONNIE LIU

Company: GF Futures (China)
Title: CEO
Country: China

Bonnie Liu has been working in the commodities market since 2002. She was fascinated by the need to research and connect with producers, traders and consumers in order to really understand the market.

"I love the feeling of doing mine visits around the world and the challenge of understanding the technologies required for different commodities for mining/smelting and processing, and then seeing how they are used by different downstream sectors at the end."

When Bonnie joined GF Futures HK from HKEx, she convinced management to diversify their business into bulks and other types of energy products within the sector. Bonnie drove the project, from designing the business model and forecasting financials to building the team and finding the customers.

"Luckily after three years of hard work, GF has become the biggest iron ore house in the Chinese market and was rewarded by the SGX as the Best Performing Chinese House (Iron Ore) in 2019 and 2020. This was the most exciting and meaningful result I delivered to the market."

CAROLYN CLARK LODER

Company: K2 Gold Corp, part of the Discovery Group
Title: Mining Rights & Tribal Relations, Board of Directors – K2 Gold Corp., Discovery Group.ca
Country: United States

Carolyn Clark Loder's four-decade career spans mining, mineral rights, land management and tribal relations in the United States.

She credits her early supporters for helping her follow her passion – her father, who indulged her interest in geology by bringing home rocks for her to investigate, and her university professors, for steering Carolyn, the only woman in the programme, into mineral rights, where she has excelled.

At age 23, Carolyn headed a California governmental agency directing all metropolitan land management activities, a position she held for 10 years. Carolyn served two terms as president of the California Mining Association, the first and only woman to do so in its hundred-year history. She was the first to defeat two anti-mining initiatives in California. She received the California Mining Association award for her contribution to the mining industry through education, and she has received numerous awards for mineral reserve acquisition at the corporate and tribal levels. Carolyn has also addressed the Special Rapporteur and High Commissioner of Human Rights on Indigenous rights and the extractive industries.



I wish more women would see the mining industry as an open book – an open-ended opportunity to fulfil their dreams and aspirations. It will take them anywhere they want to go. They can see the world or be happy in their home environs. If more women enter the mining industry there will be more women advancing in it. Emulate those who you admire and respect. Make us all proud to be miners.



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MARIA LODKINA

Company: Polymetal

Title: Director of Financial Control & Corporate Reporting

Country: Russia

When I first visited one of Polymetal's operating mines, I saw with my own eyes the vast scale of an open pit, its huge mining equipment and mining trucks. I met the people who worked there and heard about their lives and their aspirations. I viewed first-hand as huge blocks of mined grey rock were transformed into small gold bullion. At that moment, I first thought that perhaps I could grow old with this company.



Maria Lodkina is one of the key managers in Polymetal focused on developing and promoting the company's social and cultural profile, particularly around diversity and the corporate values agenda.

For Maria, the mining industry is “the most beautiful, most powerful and majestic business” – one where she’d like to see more women. To help make this happen, Maria co-founded Women in Mining Russia, a project that started as a chat between three women during a coffee break, but with managerial buy-in and a lot of determination has become a lifeline for women both in and interested in the industry. There is a strong emphasis on promoting diversity and female leadership within remote Russian regions, such as Yakutia, Chukotka, Magadan and the entire Russian Far East.

“Sometimes Russian businesses and the whole corporate environment still lag behind global best standards due to social bias, red tape and constraints. I am absolutely delighted that we have started this industry-important initiative, one that I believe could also be nationally important,” says Maria.



While there are many challenges in our industry, one of the biggest is ensuring that the industry is reaching out to primary and high school students to ensure that we continue to have a pipeline of talent for our industry. The number of students opting out of STEM subjects is a concern and the industry needs to be working with local and federal governments to ensure a high standard of curriculum so that this industry, and others, will have access to exceptional local talent.

VAL MADSEN

Company: St Barbara
Title: General Manager HR & HSEC
Country: Australia

At St Barbara, Val Madsen is responsible for talent management, employee engagement, employee wellbeing, training and development and leading the inclusion and diversity strategy.

Val is particularly proud of the gender safety programme launched in 2015 at the company's Papua New Guinea operations and expanded to Australian operations in 2018. The programme identifies and trains site gender safety champions and facilitates a deep assessment of a site's safety through a survey, interviews, focus group meetings and safety walks.

"This programme has provided significant insights into the perceptions of safety for women working in remote locations and has allowed the company to implement improvements that have contributed to ensuring the ongoing attraction and retention of women working in the industry," says Val. "It has been the most exciting and meaningful moment for me working in the mining industry."

Under Val's leadership, St Barbara has received the Australian WGEA Employer of Choice for Gender Equality for six consecutive years – the only mining company in Australia to receive this citation.

JULIANA MARQUES

Company: Alcoa

Title: Commercial Director Americas & Asia

Country: Brazil

A chemist by training, Juliana Marques has a wealth of experience leading commercial teams and sustainability projects in Brazil and internationally. She is a champion of LGBTQIA+ rights and is always ready to drive the diversity agenda. This led to her being invited to be Alcoa's LGBTQIA+ Rights Network global co-chair and then taking the helm of Alcoa Brazil's Executive Council for Diversity & Inclusion.

"Being able to impact people's quality of life fascinates me," says Juliana. "Working in an objective way on diversity and inclusion, especially in a mining environment, is challenging and exciting."

For Juliana, who prides herself on seeing the long-term view and evolving that view through time in the field and with customers, there is a connection between diversity and the bottom line in volatile commodities markets.

"I'm confident that advancing the inclusion of diverse groups is going to help mining and metals to find better alternatives for the issues we have now. Empowering minority groups can help us to make the changes businesses need, especially around sustainability," she says.



I'm excited to be able to influence the inclusion of women, LGBTQIA+, people of all ethnicities and races, people with disabilities, and all other diversities. I challenge leadership to understand different human aspects and how that is reflected in the corporate environment and in society. The leadership skills that have brought us here are not the same that will take us 100 years forward.

Enjoy what you do and never accept comments or actions that are against your own values. The mining industry is an amazing place to work, you could find a lot of challenges and what we do is directly related to our society, its development and improvement, trust in yourself. Sometimes we are insecure about ourselves, but remember why you are where you are: it's a result of your effort and intelligence.



MAITE MARY MARTINEZ

Company: Escondida – BHP
Title: Integrated Maintenance Manager
Country: Chile

Maite Mary Martinez is an engineer specialised in production planning, analysis and improvement, and maintenance management. She was drawn to mining in her adolescence: in Chile, mining is a visible pillar of society, economy and culture, and Maite wanted to do her part. It was also personal: Maite's father worked in mining, and when they talked about his job, Maite admired the opportunity he had to contribute to the country's development.

After completing undergraduate and master's degrees in engineering, Maite entered the industry and started moving. She took her current role at age 28 – a woman with a background in industrial engineering, hardly the typical candidate. Maite spent the first few months checking her own internal insecurities and trying to ignore external comments on her capacity to perform. She persevered. Two years in, she has excelled, leading initiatives across the entire asset to improve safety, productivity and cost performance in maintenance areas.

In the very near future, Maite will move to Australia to be part of the BHP-BMA-Gonnyella operation, as Maintenance Manager.

NIDIA MEZA MAUREIRA

Company: Anglo American
Title: Los Bronces Operational Planning Superintendent
Country: Chile

The future of mining begins now and is moving quickly. Agility is key to bringing sustainability through technologies and innovation. But we also need to educate our host countries and neighbours about what the mining industry really means. This means being responsible and transparent about the benefits and costs.



Over the past 14 years, mining engineer Nidia Meza Maureira has blazed trails underground and in the executive suite for Los Bronces. Nidia was the first female shift boss at Los Bronces copper mine, enduring criticism, ostracism and outright sexism to get the job done.

Nidia was a natural leader and collaborator, and she soon moved into business improvement, lending her skills to the multi-disciplinary teams that brought about continuous improvements at both the Los Bronces and El Soldado operations. With her promotion to Mine Management Superintendent, Nidia achieved another first, becoming the first female executive on the Los Bronces Mine Management team.

For Nidia, the draw of the mining industry is the chance to work with natural resources and shape the way humans interact with them. She also enjoys the challenge of making a career in a male-dominated space and trying to make that space a rich and rewarding place to work – something she has done for herself, and for the women following in her footsteps at Los Bronces.



I defend an environment without prejudice in my life, and that includes my job. All my actions are oriented by care and respect for people, regardless of gender, colour, race, sexual orientation or religion. People need to be who they are. Diversity in our sector means that we need people who are considered minority or excluded from society. It starts with leadership, so the people who make decisions can form holistic views from different perspectives.

NEUMA MOREIRA

Company: Anglo American
Title: Governance & Compliance Manager
Country: Brazil

Neuma Moreira has worked in integration, governance, risk and compliance in the mining industry for over 15 years. In her current role, she also handles crises – leading crisis committees and steering the company’s day-to-day response to events as disparate as the Minas Rio pipeline incident in 2018, and the ongoing COVID-19 pandemic.

Growing up in a mining family, it seemed likely that Neuma too would find a home in the industry. But rather than falling into the sector, Neuma actively chose it – and chose to better it. “The industry can be different, and it can work in a sustainable way with leaders engaged to do the right thing. I believe I am one of these leaders and I want to make a difference in people’s lives,” she says.

Neuma’s career and her relationship with the industry changed completely on 12 March 2018, when an early-morning call from the Brazil CEO put her, and the company, into crisis mode. Neuma became instrumental in the company’s response, leading a crisis team and assessing impacts on the company’s main workstreams.

The biggest challenge the mining industry will face is social acceptance – the same challenge it has always faced. In 1556, Georg Bauer wrote in his book Agricola, “There is greater detriment from mining than the values of the metals which the mining produces.” We need to overcome this by doing things better and safer than before. We need to work together as an industry to improve technology, minimise environmental and social impacts, and dramatically improve safety performance.



KIMBERLY (FINKE) MORRISON

Company: Newmont Corporation
Title: Global Tailings & Water Management Lead
Country: United States

For Kimberly (Finke) Morrison, one of the most powerful drivers in life has been a desire to prove the doubters wrong. As a star math student, she recalls facing down her sceptical father and demanding a spot in an advanced class – a spot she got and a lesson her father learned well.

Years later, as a consultant to the mining industry, Kimberly set up her own firm only to have her commercial insurance cancelled after her insurers, wary of the risks associated with tailings management and geotechnical engineering, got cold feet. Rather than see it as a defeat, “It was time to go to work directly for the industry and try to change this perception,” says Kimberly.

As Newmont’s tailings practice lead, there is no shortage of challenges. “Of the most significant risks that the mining industry experiences, tailings and water management are near the top of the list,” says Kimberly. But by striving every day for continuous improvement, Kimberly is convinced that the work she does makes a difference – every day.

LEHLOGONOLO MOSERI

Company: Mosa Green Consulting
Title: Managing Director
Country: South Africa

Lehlogonolo Moseri is a scientist who has transitioned from corporate mining as a process scientist into full-time entrepreneurship – or, another way of seeing it, from being a chemical scientist to being a self-employed environmental scientist and sustainability leader. She is the Founding Director of Mosa Green Consulting, which offers sustainable solutions around environmental management and social impact.

Lehlogonolo believes the industry can move from (and is moving from) just complying with sustainability regulations to taking a proactive approach. This involves ultimately ensuring a sustainable industry that thrives through both economic and social cycles, making a positive contribution to socio-economic development while reducing its environmental footprint.

The timing of the shifts our economies and indeed the world at large are going through are not coincidental, Lehlogonolo believes, but all aspects of a fourth industrial revolution. If we are smart, this transition will offer opportunities for new skills and workforces, new business opportunities and new economic benefits – “But to get there we all have to acknowledge that we have a role to play,” she says.



We are currently in the fourth industrial revolution and as exciting as that is, it is also one of the biggest challenges that we are addressing and will overcome. We need to understand its impacts on all the stakeholders – business, community and state. In order to overcome this, we will have to intentionally and aggressively implement a shared value approach across all decision-making processes.

MAMETJA MOSHE

Company: Moshe Capital
Title: Chief Executive Officer
Country: South Africa

Moshe Capital, the company I established in 2013, is black-women controlled and managed. We take it as our responsibility to ensure that we transform the executive leadership, decision-making and workforce of companies we either advise or invest in. It is always such a pleasure when our team attends C-Suite meetings and just by our presence transforms the room, ensuring that the voice of women and minorities is heard whilst applying the highest level of global-standard technical expertise.



Mametja Moshe is founder and CEO of Moshe Capital, a South African advisory and investment firm specialising in corporate finance, management consulting and investment across various sectors in Africa.

Her journey in the industry began when, as a child living in the mining communities of Limpopo, she wondered about the light and activity surrounding her. When she realised that the mines had electricity, but her great-grandmother's village did not, Mametja vowed to become part of the industry so she could make it inclusive to the communities that surround mines.

Mametja is a mentor and coach for the Goldman Sachs 10,000 Women Programme and was voted one of the top 20 African Women with Powerful Voices by Applause Africa magazine for her transformational work in the African mining industry.

"The industry requires innovation and inclusiveness beyond ESG requirements. What COVID-19 taught all of us is that we are interconnected, we need a cleaner environment and more inclusive economies to ensure inclusive prosperity and remain relevant for the future," she says.



I stayed in the mining industry to change the landscape and ensure that the generations after us have role models they can leverage rather than being the 'firsts'. I am driven by more women succeeding and helping each other along the way. My advice for women in the industry: Don't be afraid to move laterally in your career to develop; if you fail, fail fast; learn from your failures, re-adapt and keep going.

RUMISHA MOTILAL

Company: Gilbarco
Title: General Manager – Mining
Country: South Africa

Rumisha Motilal wears at least two hats: as a senior manager for Gilbarco AFS, and as the owner of Women@work, an organisation dedicated to providing women with the tools to navigate the mining sector.

After joining the industry in a supply chain capacity, Rumisha moved into operations and then management. Along the way, she began to understand gender-based inclusion and exclusion as lived experience. Her mission became to advocate for how women can add a competitive advantage to the mining sector.

With over 16 years of leadership experience, Rumisha is a champion for gender diversity in her field. Her passion lies in mentoring women in the mining business, and she does this through weekly coaching opportunities, social media outreach and her book 'Women@work - my journey into Macho world'. She has written extensively on diversity in mining and about the gender pay gap. "Diversity for me is not a slogan on the wall or a tick box exercise, it is a culture and a way of living," she says.

PATRICIA MURICY

Company: Deloitte

Title: Partner at Deloitte, Global Mining & Metals Risk Advisory Leader and Deloitte Brazil Board Member

Country: Brazil

Powered by curiosity, Patricia Muricy's career has taken her from IT auditor to Deloitte Brazil's Board, where she was the first female member.

Patricia's first degree, in math and computer science, led to a role with a large audit firm, where she was one of few women. She gravitated towards internal audit, where she developed the deep process knowledge she needed to move on to risk management and corporate governance. After moving to Deloitte, Patricia completed an MBA in finance.

As a specialist in risks and governance, Patricia spends plenty of time in the corporate office but doesn't miss an opportunity to head to the field and visit far-flung, fly-in sites deep in the Amazon rainforest. Seeing companies' operations at ground level contributes to her understanding of how best to manage their risk.

"When we improve risk management, build a more diverse workforce, bring communities and government to the table, we are able to show that it is possible to bring value not only to shareholders, but to all stakeholders," she says.



I strongly believe the mine of the future is one that is able to give back to society, communities and shareholders. Bringing more women to the industry plays an important role in changing its image and mindset, showing the industry that it can provide value beyond compliance and that the industry can significantly contribute to a more sustainable future.

The mining industry focuses so much on precious minerals, neglecting the value of development minerals. Development minerals are mined and used locally, creating job opportunities for women, youth and unskilled people in society. Diversifying from precious minerals to mining and adding value to development minerals in mining countries will serve as a fiscal back-up for the country when there is a burst in the price of the precious minerals.



ROSEMARY OKLA

Company: Ghana Geological Survey Authority
Title: Geographic Information Systems Specialist
Country: Ghana

Rosemary Okla has 19 years of experience in the field, much of it in geological engineering at the Ghana Geological Survey Authority. Her childhood dream to work in a male-dominated sector inspired her to become one of the female trailblazers who studied geological engineering at UMAT in Ghana. She later became UMAT's first practicing female geological engineering graduate.

In 2013, more than a decade into her career, Rosemary took on a new challenge, as a part-time lecturer at Radford University in Ghana. Her aim: to transfer her knowledge to budding geoscientists and reshape the industry by attracting other women to the work she has so loved.

When she's not lecturing, Rosemary focuses on promoting development minerals in the artisanal and small-scale sector. Her efforts have helped artisanal, small-scale women miners earn a steady and reliable income.

In 2016, Rosemary was among 10 participants sponsored by the African Mineral Development Centre – United Nations Economic Commission of Africa (AMDC/ UNECA), who presented their papers at the 35th International Congress of Geologists in Cape Town.

PETRO DU PISANI

Company: Anglo American
Title: Head of Business Improvement Projects
Country: South Africa

The industry's biggest challenge is leaving behind sustainable communities once mining activity comes to an end. We need to contribute to socio-economic development and enable communities to thrive by providing infrastructure, schools and clean water. In meeting the power generation needs for mines, there is an opportunity to become power generators for host communities. Providing power and water enables other industries to sprout and grow.



Having observed her love for geography, maths and physics, Petro du Pisani's grade 11 science teacher encouraged her to study geology. It would prove an enduring fit. "I had so much fun studying geology and geophysics and travelling the world as an exploration geophysicist that I stayed in the industry," she says.

Today, Petro is Head of Business Improvement Projects at Anglo American and the incoming chair for Women in Mining South Africa (WiMSA) – both roles that allow her to shape the industry to be more inclusive and efficient.

Many of the changes Petro drives are around workplace safety. As part of the Elimination of Fatalities task force in 2018/19, Petro spoke with all kinds of employees – rock-drill operators, boilermakers, locomotive drivers, shovel operators, occupational hygienists, cleaners, plant managers – and heard, from them, about the risks they faced. For Petro, the experience was life-changing: "It is the most meaningful thing in the world when someone shows you which part of their workplace they feel most uncomfortable to work in, and you can do something to help them."



We have to give people a meaningful purpose in their work within the industry – to unite them behind a common cause. Showing the next generation that work in the mining industry is important and relevant and that they can make a difference to achieving a sustainable future is the key challenge. To maintain a consistent and engaged workforce takes energy and attention to continually align what the industry can offer with what it is that employees want to achieve.

SAM RETALLACK

Company: IGO Ltd
Title: Head of People and Culture
Country: Australia

For Sam Retallack, a mid-career shift into the mining industry brought a series of surprises. As a mother looking for work that fit around a family, she recalls, “I was fortunate to be offered flexible contracting work and I was amazed at the fascinating combination of science and commerce the industry offered.”

Sam also found community in the mining industry. She gives back to it, both as a member of WIMWA and the WA Mining Club’s Committee and a member of the Australian Institute of Management’s Professional Members Group, and through her work in IGO’s graduate and apprentice training schemes.

Drawing on previous roles as diverse as registered nurse, flight attendant manager and HR consultant, Sam embodies her own belief that “Modern resources companies require a diverse skill set and will be successful only if they are able to embrace and include a range of voices.” In her current role, Sam seeks to promote diversity and inclusion, particularly around employing and promoting women and those from diverse backgrounds.

In a world where people are increasingly concerned about the future of the planet, social licence to operate is the industry's major challenge, an issue compounded by the industry's lack of first-hand connection with the majority of the world's population, particularly city-dwellers. As the virtual world opens up access to a broader talent pool for the digital skills needed in the industry through remotely managed operations, perhaps it also provides the opportunity for greater engagement with the wider community.



FIONA ROBERTSON

Company: Whitehaven Coal & Bellevue Gold
Title: Non-Executive Director
Country: Australia

As a child, Fiona Robertson spent hours pouring over National Geographic magazines and exploring London's Geological Museum and Commonwealth Institute. Her interest in the mining industry was sparked in geography and geology classes, but Fiona was ahead of history: as a fresh university graduate with a geology degree, she wasn't the type – read, sex – most companies were looking to hire for field-based roles. Fiona took a pragmatic approach and started her career with commercial experience at the Chase Manhattan Bank.

Over the following four decades, Fiona got the field experience she desired and then some, with roles on projects in Australia, Asia, Africa and the USA. "My career has taken me to places I would never otherwise have visited and brought me into contact with an extraordinary diversity of people, cultures and settings," she says.

As someone working at the nexus of banking and the resources sector, Fiona has a particular interest in ensuring that the dividends of this industry are experienced by all stakeholders.

CLAUDIA ANDREA RODRÍGUEZ MESA

Company: Cerro Matoso, South 32
Title: Crisis and Emergency Leader
Country: Colombia

For over a decade, Claudia Andrea Rodríguez Mesa has been at the forefront of 'I Am With Cerro Matoso', a non-profit working to create better living conditions for Colombia's Indigenous Embera Katio people.

Claudia's aim has been both to champion responsible mining and to educate people about the positive developments it can bring to communities. She has done this through the publication and promotion of mining and by taking part in peaceful marches.

"One of the greatest challenges of mining is to position the industry as an ally of the territory and the communities. If we can do this, we can show the development of more sustainable and diverse mining."

Though women are already a key force in Claudia's projects, she continues to work to include them in high-risk and emergency activities, including mining rescue missions.

In addition to running her own organisation, Claudia is also a national fire inspector and an active member of the International Association of Arson Investigators and the National Mining Agency's mine rescue team.



I joined mining because it is a relevant sector in the economy, it is an engine that drives our country and the world. Mining is my passion, I wear it on my skin. I stay in mining because I love being a miner and I believe in mining done well. I believe in mining that contributes significantly to poverty reduction and territorial development, and I believe in responsible mining that seeks to improve the environment, health and quality of life of those it impacts.

CONCEPCIÓN RODRÍGUEZ VALENCIA

Company: Hulleras del Norte S.A (HUNOSA)

Title: Admin Director (retired)

Country: Spain

Don't pay attention to people who are stuck in their old-fashioned ways and could stop you from becoming the person you can be. Don't lose hope, self-assurance or confidence in yourself. I encourage working women to continue fighting against all forms of discrimination – no one will gift us anything.



For Asturias-born Concepción (Conchi) Rodríguez Valencia, mining is ingrained in her DNA. Born to a mining family, Conchi realised early on that she was destined to follow in the family footsteps. But the road to success was riddled with obstacles.

It took Conchi six years from the day of her application and many legal battles to join local mining group HUNOSA, despite being qualified for the job. After first applying in 1985, she was finally hired in 1991. “Back then we lived in a macho society, fostering the belief that women should only focus on being housewives, cleaners and secretaries,” she says.

Though retired since 2010, Conchi continues to advocate for the rights of women to work in the mining sector, and specifically inside underground mines. As a result of her efforts, over 200 women in Asturias have been hired to work in mines since 1996. But Conchi’s work isn’t done: as a firm believer in speaking up and lending a hand to young women in the sector, she remains an active mentor and industry leader.



I tell women to empower yourselves from the inside out. This is something that one builds with experience and I would say with dreams, with seeing a society where girls are empowered and have the same education and career opportunities as in the developed countries of the world. That girls are not instilled with the desire to be good, pretty and obedient, but that they be told that they are capable, daring and brave.

ROSA MARIA ROJAS ESPINOZA

Company: University of Arizona
Title: Assistant Professor of Practice
Country: United States

It took just one class in mining engineering for Rosa Maria Rojas to fall in love with the industry. Twenty years later, mining remains her greatest passion.

Over 13 years in the industry, the bilingual senior engineer has worked for companies such as Barrick Gold, Grupo Mexico, BHP Billiton and Freeport-McMoRan.

In 2011, she joined the Mine Intelligence Research Group at the University of Arizona as a graduate research assistant. In 2013, she moved to Freeport-McMoRan's Central Mine Planning Office in Tucson and then to the Morenci mine. Rosa returned to her alma mater UOA in 2017 as an assistant professor of practice.

Today, Rosa works in mining education, digital transformation in mining and integrated mine planning, but hasn't forgotten her days as the only female team member at the underground mine she worked in. "I was judged by my appearance and age and not by my technical and leadership abilities. I had to learn to overcome these obstacles, forge my character and demonstrate my ability and contribution to the industry," she says.

AMÉLIE ROULEAU

Company: Raglan Mine a Glencore Company
Title: Director: Public Affairs, Communications and Community Engagement
Country: Canada

An urban planner from a region where mining does not exist – Iqaluit, in Nunavut Territory in the Canadian Arctic – Amélie Rouleau had little knowledge of mining. That was, until Raglan Mine hired her on a six-month contract in 2008. She never left.

Through her own background, Amélie deeply understood the importance of working closely with Inuit communities to build and sustain Raglan Mine's social licence to operate. She has actively worked to improve and establish practices in regard to Raglan Mine's communications, governance, and relations with its Inuit stakeholders as well as different governments.

Amélie's role is a sort of matchmaking: finding the best of the mining industry for Raglan's key stakeholders, and on the other hand, finding the best of Raglan's key stakeholders for the business. "It is very rewarding to find the balance in taking the right decision for the business and ensuring that local communities benefit fully from the projects close to them," she says.

Amélie was promoted to her current position in 2017.



What drives me is taking the right decisions for the business and ensuring that local communities benefit fully from the projects close to them. Our social licence to operate is one of the biggest risks for the business if not done properly. We need to make sure we honour our commitments, walk the talk and be boots on the ground to understand concerns, risks and opportunities.

To the young women reading these lines, I encourage you to be part of a new generation who refuses to be perceived as victims. Be recognised for your competencies and achievements. Be open minded towards different cultures and diversify your knowledge. Be humble and at the same time don't be intimidated by more experienced people. You have a seat at the table like anyone else.



LIKA SCOTT SOW

Company: Caterpillar
Title: West Africa Mining Commercial Manager
Country: Ivory Coast

Lika Scott Sow kicked off her career in mining when she joined Sabodala Gold as an engineer in eastern Senegal, before landing a job as the first African woman hired to join the Caterpillar Global Mining team in West Africa.

In 2012, Lika founded Women in Mining Senegal, the country's first and only organisation that promotes gender balance in mining. Today, WIM Senegal mentors 200 young women. Lika followed this achievement by advocating for the introduction of gender equality in Senegal's national mining code.

"It is a fact that the mining industry is an unbalanced environment. Having more women entering the industry and being on board is crucial," she says.

Lika may not have joined the industry to blaze trails, but her advocacy and activism have ultimately shaped her own career as well as the industry. "Throughout the years, I learnt that when you create a path it's not for you to own that path but to bring people along with you to follow that path," she says.



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OLEBOGENG SENTSHO

Company: Simba Mgodi Mining Incubation Fund
Title: Chief Executive Officer
Country: South Africa

I believe that women need to be financially capacitated in order to make any sort of meaningful change in any industry. Money is power and while I contribute a great deal of time and energy in thought leadership around the role of women in the mining industry, I also make sure that I back that proposition up with a funding model. I have found that more often than not, lip service is easy. Writing the cheques to make the change and to fix the wage gap is an entirely different conversation.



"Mining came naturally to me," says entrepreneur Olebogeng Sentsho. "It was as if platinum itself ran thick in my blood."

It's a big claim, but Olebogeng has the stats to back it up. In 2014, she started Yeabo Mining with a little less than R100 in her bank account. Despite Olebogeng having no formal mining qualifications or experience, Yeabo went on to become one of the leading strategic waste management companies operating on the mines in Limpopo. She subsequently sold it to a major mining company.

Olebogeng went on to co-found the Simba Mgodi Mining Incubation Fund, a project that, in her words, "is changing the way we think about funding mining companies" by putting forward alternatives to traditional funding models, at scale. Olebogeng believes fiscal linkages are key to developing a financial model that can finance the sector. The Simba Mgodi Mining Incubation Fund seeks to deliver that, and in so doing, change the lives of millions of African women.



Mining activities inevitably harm or disturb the earth. How can we reduce the disturbance and harm as much as possible and make the best use of the mineral resources already mined? It was, is and will be an eternal topic and goal in the mining sector. To make it, we need science and technology and for mining engineers, like skilled surgeons, to do minimally invasive operation to the earth's surface and leave as small scars as possible, so as to achieve harmony between mankind and the earth.

CHRISTINE (LOUYAN) SHEN

Company: China Nerin Engineering Co.

Title: Assistant President, National Design Master in Nonferrous Metal Industry

Country: China

Christine (Louyan) Shen is a recognised tailings storage facilities expert in the non-ferrous metal industry and in China's Ministry of Emergency Management.

In emergencies, including a tailings storage facilities dam failure or leakage, Christine is among the first to be called to the scene, where she is tasked with providing an engineering and technical plan for emergency rescue and relief, as well as permanent treatment and recovery. She has also provided considerable engineering technical services to mend, transform, expand or build nearly 100 tailings storage facilities.

"Men and women are the same in front of disasters. I am not unafraid of endangering my life. But in such an emergency situation, I was thinking more to stop the disaster from causing more damage. That's my only choice," she says.

Christine is a firm believer in the need to mine mineral resources in a safe and environmentally friendly way. "We develop mines so as to benefit mankind but not to grab and destroy. It's every TSF engineer's responsibility and mission to protect TSFs from accident and disaster."

A big challenge for the mining industry is to shed its 'environment polluter' image. Mining in all parts of the world has the challenge to restore flora and fauna and cause minimal damage to the areas where mining is done, and adequate financial investments need to be provided to allow this to happen. The mining industry must bring prosperity to the regions it operates in, so that it is welcomed by natives.



USHA SINGH

Company: MOIL
Title: Director – Human Resources
Country: India

Usha Singh is the first HR Director of MOIL Limited, India's largest manganese ore producer. With more than 30 years of professional experience, Usha has a degree in engineering and an MBA, as well as numerous industry accolades.

Although Usha has always been fascinated by the mining industry, she chooses to stay in it because of the challenges and the attendant opportunities that mining offers to contribute to the development of society.

For the industry to remain relevant, Usha believes it has to adopt more automation and digitalisation. "These measures will enhance the cost-competitiveness of the industry, make work safer and go a long way in improving the working conditions of mines," she says.

At MOIL, Usha's driving force lies in her desire to make a meaningful difference in the lives of all employees and their family members, as well as championing diversity, including gender diversity. "The industry offers exciting potential to each woman willing to contribute with sincerity, dedication and hard work."

NICOLE SMITH

Company: Colorado School of Mines
Title: Assistant Professor
Country: United States

Nicole Smith joined the Mining Engineering Department at the Colorado School of Mines because she believes students are the future of the mining industry. Her position as a social scientist in a mining engineering department is unprecedented globally, and she has brought to the department vital scholarship and teaching on the social dimensions of mining developments.

“As a cultural anthropologist, I believe I have a role to play in educating the next generation of industry leaders to make mining more socially responsible,” she says.

For Nicole, that means helping students grow their knowledge and build their skills so that they are well-equipped to shape a more sustainable and responsible future for the industry.

Nicole is known globally for her work related to the interface between artisanal and small-scale mining and large-scale mineral developments, as well as mercury use in artisanal and small-scale mining. She has led and been part of several major projects funded by the National Science Foundation, the US Department of State, and the EPA, and her primary region of focus is Latin America.



I believe the industry's biggest challenge is gaining and maintaining the social licence to operate. The industry must begin working WITH communities that are located in and around the areas where they operate. How can companies work alongside communities and consider them as partners? In what ways can companies work with communities to build their capacities to reach their goals and visions for their livelihoods and their futures?

FOURERA SOTTY MAIGA

Company: Compagnie minière d'Akokan (COMINAK)
Title: Head of Environment and Sustainable Development
Country: Niger

Women need to overcome the challenge of gaining greater acceptance in the sector in order to flourish.

I have five pieces of advice –

- 1. Believe in your abilities*
- 2. Have a strong mind – stick to your convictions*
- 3. Do not give up at the first difficulty*
- 4. Make your weaknesses a force for success*
- 5. Accept difference, not indifference*



When Fourera Sotty Maiga took her first job in the mining industry, she was the sole woman on a team of 204 people. "Some might have bet that I wouldn't last a year, but it has been 17 years today."

Fourera started her career with seven years in an ore processing plant before moving to Paris to further her education in strategy and sustainable management and gain headquarters experience. Upon returning to Niger, she co-founded the Association of Women in the Extractives Industries of Niger (AFSIEN), which aims to promote women in the extractives sector and contribute to improvements in their living and working conditions.

"Diversity is a big topic and depending on the industry, the viewing angle changes. At AFSIEN we promote aspects of diversity that are significant to us in our sector, such as ensuring women's access to positions of responsibility and decision-making without prejudice, and helping women reach decision-making positions by levelling out the inequality – both looking at unequal workloads and inequalities in salary," she says.



It still fascinates me what most people see as simply “rock” can be mined and processed to produce materials that benefit humanity. I have stayed in mining as there is a need to build a “Minerals Literate Society”. For example, we need to collectively build an understanding that all the technological devices we depend on, from healthcare to cell phones, would not be possible without mining. Potash helps feed the world. Critical minerals are allowing the shift to a lower carbon economy.

MARILYN SPINK

Company: GS Group
Title: Principal
Country: Canada

Over more than 25 years managing the technical delivery of complex mine development projects around the world, award-winning engineer Marilyn Spink has seen and done it all, from mechanical design to steel-making processes to managing multi-discipline engineering teams on projects on four continents.

But if you ask Marilyn, her career has been spent “championing the underrepresented” – serving as an advocate and mentor, challenging employers to attract and retain women and increase equity in engineering and mining. Marilyn’s take on the drive to push girls into STEM subjects is worth noting: “Do we really need to get more girls excited about science? Children are naturally curious, so maybe we need to deeply look at what society is doing that kills their natural love of science. What messages are we sending?”

Marilyn also serves as Chair of the Advisory Board for the Artemis Project, a start-up that envisions the mining industry as a world-class contributor to the United Nations Sustainable Development Goals, particularly those around environmental, social and corporate governance.

AMINA TAHIRU

Company: AC Zenon
Title: Managing Director
Country: Ghana

By the time Amina Tahiru finished middle school, she was already a proficient trader. But it wasn't until 2002 that she started dealing with gold, when she was given the opportunity to work as a local buyer for a Dubai-based gold refinery.

During this time Amina gained valuable insight into how small-scale gold mining works in Ghana, which in 2005 led her to her next chapter: starting her own small-scale mining company. She has since owned and operated several small-scale mining ventures.

In a bid to empower women in the mining industry, Amina also established Women Can, a non-profit that aims to assist women in small-scale mining to follow safe mining practices, particularly with the use of mercury.

She was the Women's Coordinator of the Ghana National Association of Small-Scale Miners, a position she held until June 2020. She is now WIM Ghana's ASM technical advisor. In July 2018, Amina was granted an Honorary Doctorate Degree from the Ghana University of Mines and Technology.



Women have shown that they are committed, hardworking, conscientious, and can withstand many challenges thrown at them. But the biggest challenge is accessing finance. Until women are able to access finance to enable them to get onto the next rung of the ladder, progress will remain limited and slow.

Today's biggest challenge is the future depletion of the resources. We have to study theory, practice, new technologies, everything to understand how to get the best result in a cost-effective manner. By cost-effective, I mean not only money, but environmental safety, safety of employees and the local population. We have to share best practices, theories and ideas about how we can make every day in the mining industry much safer – which means much better.



VASILINA TARABAROVA

Company: JSC Polymetal: Svetloe LLC
Title: Managing Director
Country: Russia

The moment she set foot inside the Khakandzhinskoye field, Vasilina Tarabarova realised that her place was there. Construction of a gold mining plant was underway at the time, and the new graduate knew she wanted a part in it.

In December 2018, Vasilina became the first woman in the history of Polymetal to head a company when she was made managing Director of Svetloe LLC. Today, she oversees 640 staff members at the Svetloe field, in the remote and mountainous Okhotsk district.

Under Vasilina's guidance, the company has launched two pilot projects in the field of green energy in a bid to reduce the use of diesel on the asset, as well as deploying a 1MW solar power generator system to provide electricity to the plant.

A mixed martial arts enthusiast, Vasilina is a strong believer in the importance of physical exercise. "Never give up is what every workout at the gym teaches me," she says. A project was launched this year to build an additional gym on site at Khakandzhinskoye, to keep staff motivated and healthy.

TANIA TCHEDAEVA

Company: Polymetal International plc
Title: Director, Corporate Governance
Country: United Kingdom

Modern mining companies can offer so much more in career options than one commonly thinks. There are jobs well beyond geology, mining and engineering. In addition to traditional finance, law and people management, there are exciting areas that emerged in the past years, including sustainability, social responsibility, stakeholder engagement and governance. Mining keeps developing with prompt digitalisation and use of AI and is keen to attract the most capable, whatever the gender!



Tania Tchadaeva joined the mining industry twice. First, as a young woman new to the UK, Tania joined a junior minor but realised gaps in her own skills would hold her back. She left the role and completed a two-year course in corporate governance, becoming one of the few Russian-speaking Chartered Company Secretaries in the UK. Tania then did a Master's in Finance from the London Business School.

Armed with a host of new skills and experiences, Tania rejoined the mining industry – and this time, it stuck. Twenty years later, she is a Senior Executive at Polymetal, a top-10 global gold producer, in charge of group corporate governance.

If there's a lesson to be learned from Tania's story, it's about the adaptability of skills. Following her governance training, Tania served as the governor of a large state school, focusing on improving outcomes for vulnerable and disadvantaged children. It was a new area, but Tania's experience setting up corporate governance brought the results: school inspections praised the improvement in performance of the students she had supported.



Diversity comes in all shapes and sizes. In our industry, this means that we work across technical and non-technical disciplines, and most importantly, that we are inclusive of all races, genders and personalities. Creating space for multiple voices in the room is critical if we are going to face and solve the challenges of global development and the responsible supply of resources for future generations.

ANNE THOMPSON

Company: PetraScience Consultants Inc
Title: President
Country: Canada

As a child, Anne Thompson was happiest outdoors and exploring the natural world. Geology was a perfect fit. Following her undergraduate degree at Harvard University, she completed a master's at the University of Toronto, studying mineral deposits. Anne's early career was spent as a field exploration geologist in Australia, the southwest Pacific and the western US.

Family life as a dual-career couple, however, demanded a rethink in an industry with few role models. "The mining industry offers tremendous opportunities, but it requires flexibility and adaptation," says Anne, who demonstrated this by founding PetraScience in 1995.

PetraScience focuses on alteration studies of mineral deposits with application to exploration, mine development and remediation. One key service was the early application of field spectrometers to map mineralogy. Today, Anne operates PetraScience with her partner John, with an emphasis on technology, sustainability and innovation in the mining industry, and on developing communication vehicles that bring more diverse voices and a broader viewpoint to conversations around mining globally.

How do we transition from an industry mostly driven by people to one where technology becomes the key driver, where automation and AI are the keys to productivity, where humans are replaced by digitalisation? We must rethink education and start creating new employment opportunities by adapting today's curricula to tomorrow's world. I see a breakthrough for women in this new era, which will rely upon innovation and automation, allow remote work and make room for flexibility.



DJARIA TRAORE

Company: Endeavour Mining
Title: Vice President Supply Chain
Country: Ivory Coast

Djaria Traore credits her success with being at the right place and the right moment with the right mindset, 20 years ago. That may be part of it, but work ethic, skill and tenacity also have a lot to do with it.

In 2014, Djaria took a calculated risk: a head of procurement position with Norgold in Ghana, during the Ebola outbreak. Some criticised her, said it was a mistake and that she had put her and her son's life in danger. But this was her chance, and within 10 months Djaria had been promoted to head of supply chain; two years later she was directing supply. It was an accelerated path, a tough learning curve, and one of the most gratifying stretches of Djaria's life. The role at Endeavour Mining followed, "a natural flow into the next level in my career."

"I am fortunate to have experience on both sides – both from the supplier's perspective, offering solutions to mining clients, and as the one driving the wheel and receiving those solutions," she says.

LAURA TYLER

Company: BHP
Title: Chief Technical Officer
Country: Australia

Ten years after geologist Laura Tyler started her career in the UK, she discovered the thrill of working underground in some of the world's most entrancing orebodies. Laura pivoted to mining, working in engineering, geology and senior management roles.

Laura's current role spans minerals exploration, health, safety and environment and technology. She works to secure options in future-facing commodities through exploration, and to drive improvements in safety, sustainability, reliability and productivity.

Last year, Laura became the executive co-sponsor for BHP's Jasper group, the internal LGBT+ and Allies group that seeks to change the internal environment and external culture, facilitating inclusion of greater diversity.

"This role has taught me much about the challenge of walking in someone else's shoes, how hard it can be to change policy (!) and peoples' beliefs, and how dedicated and resilient the LGBT+ community is. I believe we will have a safer, more engaged and more productive industry when we are truly inclusive so that everyone can bring their whole selves to work every single day," says Laura.



From plus 40 degrees to minus 40 degrees, I have worked under the northern lights of Canada, explored the coast of South Africa and experienced the wonderful people of the Australian outback – it is a career I have never regretted and I continue to be inspired by the people, the technical challenges and the sense of achievement I have at the end of every day.

CLAUDIA URIBE LOPEZ DE MESA

Company: Zijin – Continental Gold
Title: Mining Formalization Manager
Country: Colombia

I identify diversity with the differences that exist between people, and how the disparity and multiplicity of these enriches different situations. And this applies to the mining industry. Coexistence based on respect for difference facilitates community relations, improves the social environment and the supply chain. Diversity is the friend of inclusion.



When mining and metallurgy engineer Claudia Uribe Lopez de Mesa started her career, the situation in Colombia was complex, with mining sites located in an armed conflict zone. Despite the chaotic context, Claudia loved working in the mountains and blazed trails of her own, going underground to construct tunnels and becoming the first woman field engineer in the dredges. She eventually became manager of operations.

For the past six years, Claudia has led formalisation at Zijin – Continental Gold, working in conflict resolution and developing administrative processes that adhere to a model of mitigation and social reparación. Assembling the formalisation strategy has been the most significant moment in her career, but implementation has been challenging.

“We are the only mining project in the world where there really is mining coexistence, so that a large producer coexists and helps small miners, they share underground infrastructure and support each other. This is really fascinating and has been made possible by the work of the formalisation team and the will of management,” Claudia says.



Our industry can polarise and for those of us in sustainability we can't be fainthearted! Don't tell me that miners can't leave sustainable legacies. I have never believed that being involved in mining means I have to compromise my values, or the future – I love that I have a role to play in sharing knowledge with people on how we can, and do, mine sustainably.

PHILIPA VARRIS

Company: Golden Star Resources
Title: Executive Vice President, Head of Sustainability
Country: United Kingdom

Philipa Varris recalls being accused, early in her career, of having sold her soul to the devil – mining. At the time, defending her choices felt brave. But years later – years of working in sustainability with the goal of making the industry greener, cleaner and more beneficial to all stakeholders – Philipa has a different view on the matter.

“Where I find meaning now is less about proving our detractors wrong, and more about demonstrating the difference the industry can make,” she says.

“Speaking up about community issues, even when there is pressure to remain silent, is brave. Bringing life-saving breast cancer screening to 10,000 women and girls that had no access to these services and potentially saved 270 lives is meaningful. Mining industry social enterprise initiatives that employ more people than the mine – now that is exciting!”

At Golden Star Resources, Philipa is on a quest to make sustainability tangible for everyone. This means ensuring that people see the role they play in sustainability practices and the changes required to achieve these goals, and that they understand the value.

ANA MILENA VASQUEZ

Company: Libero Copper
Title: Senior Advisor
Country: Colombia

Ana Milena Vasquez's introduction to the mining industry came when she was working as an investment banker and one of the M&A transactions she structured was the acquisition of a coal mining company. She fell in love with the project and the challenge, and after the transaction decided "to stay and be part of the beginning of a new story." A year later, Ana was part of a mostly female team that defied expectations and transformed a brownfield project into a mine producing more than 800,000 tons of thermal coal.

Ana is particularly interested in the social investment aspect of mining. She recalls meeting with members of a community that had benefited from the social investment programmes developed by the company she led as the moment where she saw the potential of mining projects to transform and improve the lives of the people nearby.

Ana is one of the founding members of Women in Mining Colombia, where she works to raise the profile of female talent within the industry and pushes for greater diversity and gender equality.



It is exciting to work for an industry that has the potential to transform lives and improve the livelihoods of local communities. I believe countries like Colombia have a huge opportunity to defeat poverty and inequality through the sustainable development of natural resources. I hope to continue working for the mining sector for a long time and to be part of the social and economic transformations my country desperately needs.

One of the most meaningful moments I experienced was the night before the first commemoration of the Marikana massacre. I was still at Lonmin, and we were working through the night to build a big marquee tent for the next day's proceedings to honour the fallen. Throughout the night, mineworkers were arriving at the koppie, singing and praying and paying their respects. It remains a powerful reminder of our shared humanity and an experience I will never forget.



NATASCHA VILJOEN

Company: Anglo American Platinum
Title: CEO
Country: South Africa

Natascha Viljoen credits her father, who worked as a hoist driver at a gold mine in Klerksdorp, for opening her eyes to a future many females might not have considered.

"The industry has offered me incredible opportunities throughout my career, often made possible by men who not only believed in me but created the psychologically safe space for me to succeed. It is essential to give capable people opportunities, but we also need to ensure that they have the right support in place to thrive," she says.

Natascha began her career in 1991 at Iscor as a trainee engineer. She moved on to BHP, working across both the coal and chrome businesses, and then spent six years at Lonmin, where she gathered experience in sustainability, employee health, environmental and corporate relations.

In her current role, Natascha is focused on what she sees as the industry's biggest challenge in South Africa: to foster meaningful relationships with communities and understand, in a collaborative and inclusive way, what the issues are and how to make a positive impact in the long term.

AUDRA WALSH

Company: MATSA – Minas de Aguas Teñidas, SAU

Title: CEO

Country: Spain

I see two challenges. Firstly, the lack of knowledge of what mining brings and how well mines are run today, and secondly, innovation. All mines need to educate, educate, educate and act responsibly. All leaders need to think about how the industry can innovate. Many parts of mining activities around the world are still done as they were hundreds of years ago. The industry needs to act collectively to change this.



Audra Walsh is an engineer and executive with over 25 years of experience spanning operations, strategy planning, mine optimisation, and management of large operational teams and engineers. She has worked on six of the seven continents.

Since 2016, Audra has been CEO at MATSA, a mining company located in southern Spain that owns the exploitation rights of the three UG mines Aguas Tenidas, Magdalena, and Sotiel. She previously led Sierra Metals, a producer of base and precious metals in Latin America, and Minera SA, a mining company with projects in South America, North America, and Europe.

Audra fell for mining courtesy of a Harley-riding fellow calculus student. One sunlit day they cut class and rode into the Black Hills of South Dakota, where he convinced Audra that the best field she could go into was mining, as she liked traveling and being outdoors.

"My fellow student was correct," she says. "It was the best career for me. I have been able to travel, have lived in five countries and have experienced every aspect of the mining business."



The industry has a key role in creating a more sustainable planet and addressing climate change. For example, metals and minerals are needed in infrastructure, communication equipment and sustainable energy systems. This means industry stakeholders need to talk about what transformation means for them and the challenges ahead, as well as advocate for a circular economy strategy. Doing this would attract young talent interested in digital innovations and collaborative work.

MELBA WASUNNA

Company: Base Titanium
Title: External Affairs Manager
Country: Kenya

Melba Wasunna came to the mining industry by way of law school, where she developed an interest in the interlinkages between business and human rights, particularly on the African continent. Her expertise is in helping mining companies enhance and entrench meaningful stakeholder engagement as part of their due diligence approaches and strategies in a pragmatic way.

Melba's doctoral studies focused on human rights issues and actions in the extractives industry, revealing a huge gap in Kenya's mining sector: the lack of a safe space where companies, governments, local communities and/or NGOs could openly discuss their challenges and learn together about what works and how best to collaborate towards mutually beneficial solutions.

Shortly afterwards, she founded the Strathmore Extractives Industry Centre at Strathmore University, Nairobi, which plays the role of a neutral convener and was instrumental in leading constructive dialogue and engagement workshops connecting actors in the sector from the highest policy levels to grassroots efforts at the regional and village levels.

When I speak, I always end with two pieces of advice: you have the choice to build someone else's dream or you have the choice to build your own dream. I have chosen to build my own. Also, never use fear of failure as a reason not to do something. The journey in mining is not easy, but it is worth it. Mining can provide you with a sustainable, profitable and rewarding career. It has also provided me with the opportunity to be an entrepreneur



ALICIA WOODS

Company: Covergalls Inc.
Title: CEO & Founder
Country: Canada

With 20 years of experience in the mining industry, Alicia Woods knows what it means to push boundaries.

Growing up in Sudbury, Ontario, mining was all around. Alicia's grandfather, father and uncles all worked in the mining industry and in 1979 launched their own equipment company, Marcotte Mining. Alicia dreamed of filling her father's shoes one day, and after he died when she was 13, she focused on continuing in his path.

But fate had a twist in mind. As Alicia spent more time in the industry, she grew increasingly frustrated about being stuck in men's workwear. She wanted safer, properly fitted PPE, and she knew other women did too. This, she realised, was her future in mining: designing a product to make women feel more comfortable underground.

"Creating workwear that is safer and made for the unique shape and needs of a woman proves that there is a space for women within the mining industry. It shows women that there is an inclusive space with proper representation, tools, and policies," she says.

YIMING WU

Company: CMOC (China Moly)
Title: CFO & Vice President
Country: China

Yiming Wu has been CFO and Vice President of CMOC since January 2018. Her background is in legal affairs, financial management, asset management and corporate governance. She held several management roles in BaoSteel Group before joining CMOC, such as secretary of the Board of Baoshan Iron & Steel Co., and CFO of Baosteel Resources.

For Yiming, the appeal of mining is the variety and pace. "You can never relax, because mining is an industry that either advances or retreats. Each mine is unique and has something different about it. This variety keeps my life dynamic – it's challenging but it definitely keeps things fresh."

A career-best moment for Yiming was in the Democratic Republic of Congo, when she visited the residents of the communities where CMOC was mining. "When I saw the bright smiles and improved living conditions of the community, I could see how we were contributing to the country," she says.

Her advice for women considering a career in mining is short and sweet: "Love it and enjoy it."



Digital transformation is the biggest challenge for mining companies to improve efficiency and profitability. If there is no breakthrough in this area, companies will be left behind by competitors.

WE'RE EXTREMELY PROUD

2018 EDITION OF 100 GLOBAL INSPIRATIONAL WOMEN IN MINING

Janet Adeyemi	Rebecca Charlton	Kesego Jarona	Tebogo Mosito (Mashego)	April Richardson-Schuch
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Fran Burgess	Marnie Finlayson	Catherine Mcleod-Seltzer	Oyun Sanjaasuren	Debra Valentine
Marion Bush	Donna Frater	Amanda Magro	Francesca Santinell	Anne van Ysendyck
Jean Bustard	Janet Gellici	Kalpana Maharage	Prishani Satyapal	Susan Visser
Meredith Campion	Jodie Gray	Tina Markovic	Sally Schofield	Fransie Vosloo
Eileen Carr	Louise Grondin	Jane McAloon	Sabina Shugg	Donna Weston
Liv Carroll	Vanessa Guthrie	Deborah McCombe	Julie Shuttleworth	Ludivine Wouters
Cynthia Carroll	Reinet Harbidge	Lisa Mirtsopoulos	Marina Shvetsova	Zoe Yujnovich
Deborah Caudle	Cornelia Holtzhausen	Elia Morales Zarate	Laura Skaer	Kehui Zhang



BOARD MEMBERS

**CAROLE CABLE** Chair

Carole has been with Brunswick since 2007 as the joint head of Brunswick's global energy and resources practice, specialising in metals and mining. She advises clients on communicating business critical issues, strategic positioning, reputation, M&A, crisis, investor relations, and ESG strategy and communication. She has been in the mining industry for over 25 years in various roles in broking, and commodities and equities analysis. Her introduction to mining started with her first job as a field assistant in West Australia and the passion has stayed ever since. Carole is a Non-Executive Director of Nyrstar N.V. and City Natural Resources High Yield Trust plc.

**ALEX BUCK** Managing Director

Alex has over 15 years of investor relations, corporate communications, sustainability reporting and crisis management experience in the mining industry. During her career, she has worked at Brunswick Group, before joining AngloGold Ashanti and then co-founding BuckBias, a specialist mining communications consultancy. Alex is currently heading up ESG and Corporate Communications at Endeavour Mining. She is also a Trustee of the award-winning orchestra Arcangelo.

**KAY ELLEN CONSOLVER** Non-Executive Director

Kay Ellen is an independent Director in the global mining, oil & gas and power industries, previously having served as a global Senior Executive at ExxonMobil for 20 years. Kay Ellen has been named as 1 of "100 Women to Watch" by Cranfield University and honoured by Brummell Magazine as 1 of 30 Inspirational Women on Boards in the United Kingdom. She is a member of Women Corporate Directors, POWERFULWomen, Global Women's Petroleum & energy Club, Women in African Power and the Women's Oil Council.



JUDITH MOSELY Non-Executive Director

Judith has over twenty-five years' experience in the mining and metals sectors. She headed the mining finance team of Société Générale in the UK until 2011 and acted as Business Development Director for mining and metals for Rand Merchant Bank in London until the end of 2019. She is a Non-Executive Director of BlackRock World Mining Trust, Galiano Gold and Eldorado Gold. She is a Trustee of the Camborne School of Mines.



DALE WILLIAMS Non-Executive Director

Dale is a senior banker within Commerzbank AG., located in London, where he has responsibility for the Natural Resources & Energy sector. Outside of banking, Dale spent five years mentoring female executives under the 30% Club umbrella and three years as a consultant for the mining & resource focused headhunter, Swann Global. He has been a Non-Executive Director of Women in Mining UK since 2017 and chairs the Audit Committee.

EXECUTIVE COMMITTEE



JULIET CHIANG Treasurer

Juliet has 10 years of multi-industry experience in banking and finance in London. She is currently a corporate coverage manager at DBS Bank Ltd, a leading Singapore financial services group that is committed to Asia's long-term potential. Juliet works within the Natural Resources team, providing working capital and trade finance solutions to EMEA metals and energy companies.



LUCY CRANE Head of Membership Development

Lucy is a Senior Geologist at Cornish Lithium and heavily involved the Company's Business Development and expansion. Lucy is a strong advocate for the standardisation of sustainable and responsible practices in mining, promoting these actions to the wider public, and is passionate about making the industry a more diverse place to work. Her 2019 TEDx talk on 'Mining our way to a low carbon future' has been well received. She won the Rising Star Award at Mines & Money in 2019.



DR STACY HOPE Head of Global Outreach

Stacy is an International Development Consultant with over 14 years' experience in LATAM and Africa developing strategies and advising governments, corporates and multilateral development agencies on policies, local content, gender inclusion, climate and disaster risk, as well as strengthening the nexus between extractives and sustainable development. Stacy is currently a UN Consultant, head of Operations and Strategy for a Mining Diversification project in the DRC and was recently appointed ESG Director for Africa Matters, a strategy and risk management firm.

**CALLIOPE LALOUSIS** Head of Partnerships

Calliope is the Regional Manager for Deswik in the EMEA and CIS regions providing mine planning consulting and software to the mining industry. Calliope is a Professional Engineer with an MBA and has extensive experience on mining and metals projects. Her experience includes project evaluation modelling, project management and mine planning across projects in Australia, Canada, New Caledonia, the Middle East, Africa and Europe.

**ARIADNA PERETZ** Head of Communications

Ariadna has more than 10 years of experience in investor relations, corporate communications and media relations. During her career, Ariadna has worked in Vancouver, Hong Kong and London, including eight years at NOVAGOLD, a NYSE-listed company developing a world-class gold project with Barrick Gold, a writer for The Economist, and entrepreneur. Her broad and multicultural experience working across different sectors has given her the ability to create trusted relationships across continents.

**AYMONE SCHENDEL** Head of Events

Aymone has over 20 years of experience working in both corporate and institutional settings around the world, including Hong Kong, Washington DC, and London. She currently divides her time between two well-respected mining organisations: she is Head of Relationship Management at the Natural Resources Forum, where she is in charge of managing the Forum's sponsors, speakers and marketing initiatives as well as managing the Oxford Mining Club's events and membership.

GLOBAL OUTREACH COMMITTEE



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DR STACY HOPE

Africa Matters
Committee Head
Africa Outreach

*"Thank you to
our wonderful
Global Outreach
Committee for all
their hard work
in promoting
the "100 Global
Inspirational
Women in Mining".*



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Women in Mining





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