INTRODUCTION

- The Mining Industry has for long time been a male dominant environment

- Legislative barriers in South Africa prohibited women from working underground.

- Department of Labour (DOL) released the Employment Equity Act 55 of 1998 which required employers to progress towards workforce profiles which are reflective of the country’s Economically Active Population demographics.

- During 2004 the Mining Industry undertook to increase the representation of women in mining.

- This undertaking was included in the Broad Based Socio Economic Charter referred to as the Mining Charter which placed a target of 10% women representation within a period of five years (2005-2009).

- In September 2010 the DMR released an amendment to the old Mining Charter which have more stringent targets for women representation in that it requires that women representation should be reflective of the country’s population demographics.

- Compliance to the new mining charter is a condition for the granting of new mining rights and retention of the approved rights.
Anglo Platinum’s Mining, Smelting and Refining Operations are situated in the North West and Limpopo Provinces and produces platinum group metals (PGM).

These PGM’s include platinum, palladium, rhodium, iridium and osmium.

Nikkel, copper, gold and small quantities of other base metals are by – products of the PGM operations.


Operations in the Limpopo Province are Mogalakwena Mine and Twickenham Mine.
WHY WOMEN IN MINING

Key focus is to:

- Increase women and HDSA participation beyond the revised Mining Charter targets.
- Identify, attract, develop and retain talented women.
- Increase HDSA skills pipeline
- Drive Transformation commitment of Anglo Platinum
- Increase talent pool of Anglo Platinum
“He who does not love women, who does not respect women, who does not honour women, despised his own mother. Thus, he who despises women destroys the very place from which he is born”

Thomas Sankara

We must therefore, not destroy the very same place from which we are born by treating women as second class citizens and denying them opportunities to fully participate in the formal economy.
Strategic Pillars:

- Changing Beliefs and Value System
- Retention
- Women In Mining Strategy
- Attraction Strategy
- Environment adjustment
- Up-scale Development strategies
Outcomes

• Recruit potential talent at high schools and higher institutions of learning (bursars)
• Place a heavy emphasis on HDSA’s and Black females in line with requirements
• Focus on potential talent for scarce and critical skills
• Implemented the A-D Strategy
• Identify potential talent from C lower to D lower
• In identifying talent take age into account
• Develop tailored fast-tracking programmes for identified talent
• Each identified individual must have an IDC in place
• Report on progress
ATTRACTION

- The Employer Brand

  - AAP Implemented a turnaround branding strategy for attracting Women
  - A campaign that was both electronic and paper based
  - High school visits
  - University visits
  - Referrals
  - Word of mouth recruitment

- Specific emphasis is placed on the recruitment of women from host communities through the Cadet Scheme, Learnerships, Bursaries and Graduates Scheme within the mining and engineering fields respectively.
ATTRACTION

- Education Support Programmes
  - Funding of early learning childhood centers, Educational Toys
  - GET Levels - Support to Primary School - Maths, Science and English.
  - Saturday and holiday school.
  - Second chance Programme – Rewriting Matriculants feeds into the
    - Bursary scheme.
  - Techno girls Programme by the GDE - Exposure to careers in Mining
ATTRACTION

- Targeted Recruitment Drives For Females
  - Identify appropriate sources of recruitment
  - Establish strategic partnerships with relevant education institutions
  - Keep track of suitable candidates even if there are no immediate vacancies
  - Establish strategic partnerships with relevant women’s organisations
  - Encourage the use of the referral system and pay referral bonus when it comes to the referral of Black females in critical skills
  - Retention tools in favour of Black females until we have met our target
ATTRACTION

- Career Development Panels
  - Conduct HDSA mini CDPs quarterly
  - Conduct interviews within the skills pools
  - Outcomes of the mini CDPs must form part of the normal CDPs
PLATINUM

RETENTION

- Development
  - Career development panels
  - Skills Pools interviews
  - Talent moves/swops
  - Get Abstract
  - Anglo American development programmes

- Employer of choice
  - Valuable employee gatherings at least once a quarter for all disciplines
  - Women in Mining Forums

- Work-life Balance
  - One-on-one work life balance meetings with all employees in the talent pool
Retention Risk Analysis

- Retention interviews conducted on all talent pool employees.
- Exit interviews conducted on all talent pool employees.

Recognition and Reward

- Recognition trophies given to talent pool employees during the one-on-one work life balance meetings
• Pregnancy at the Workplace Policy were successfully implemented at all the Operations.

• A new Maternity Leave Implementation Procedure that provides female employees with five months consecutive maternity leave with full salary were successfully implemented with immediate effect from 28 May 2010.

• Sexual Harassment Policy successfully implemented at all the Operations and all employees are made aware of the policy during induction.

• Sexual Harassment hotline was implemented in July 2011 at all Operations which allow employees to report sexual harassment incidences without the fear of being victimized.
To ensure the retention of women in the critical scare positions (Mining & Engineering), change house and ablution facilities that meets the safety standards were constructed at all our Operations.

The one piece overalls and heavy boots used by men were replaced with two piece overalls and boots that are lighter and safer for women.

A functional work capacity (FWC) battery test was also developed to match the physical capacity to the job.

Family planning facilities are available at the majority of the Operations.

The implementation and distribution of sanitary towels that includes a pouch were successfully rolled out at all the Operations.

These sanitary towels are distributed to all female employees on a monthly basis.

To ensure the attraction of women into the mining industry all female employees are working day shifts.
Women in Mining Forums are established and implemented at the majority of the Operations.

Main purpose of the Women in Mining Forums is to ensure that a platform is created for women to meet and discuss issues that affect their working conditions and work environment such as:

- Training and development
- Promotions
- Sexual Harassment
- Unfair discrimination
- Change Houses
- Family planning facilities
- Alternative placement – pregnant women

Ensure a coordinated women representation at all forums which decide on women fate including the Transformation Forum (EE Forum) at the Operation.

Establish a forum to escalate unresolved matters to Corporate office as the highest accounting authority.

Give women a voice in the transformation of what was considered a male only industry.
In order to ensure that we retain our female employee’s specific Mining and Engineering training programmes were put in place to address the advancement of women.

To date the following females were trained on the Engineering HDSA Fast – tracking programme:

– Foreman Development Programme – 7 females
– Planned Maintenance Officer – 2 females
– Engineers in Training – 5 females.
• To date the following females were trained in the Mining HDSA Fast tracking programme.
  – Shift Supervisor – 7
  – Mine Overseer – 1
  – Mine Manager Certificate - 1
  – Section Managers in Training – 2
  – Women miner 82 of which 36 attended the Shift Supervisor Promotional course

• On the mining learnership an overall total of 13 females were trained during 2013.

• During 2013 a total of 103 females were trained in the various disciplines on the Engineering Learnership programme.

• An overall total of 83 females are on the External Bursary programme. This is equal to 36% of the overall bursars.

• A total of 54 females are on the Graduate Development Scheme. This is equal to 31 of the overall graduates.
• Over and above these specific training programmes a total of 9102 female employees were trained from January 2013 to end September 2013 of which 35.2% are in Technical, 25.4% in Process, 26.4% in Mining, 0.9% in SHE and 0% in Projects discipline respectively.

• A total of 8 females employees on the middle and senior management level within Anglo American Platinum are attending the Women Leadership Development Programme at the Gordon Institute of Business during 2014.

• A total number of 50 female employees are on the talent pool from the respective directorates.

• In order to ensure that a sufficient talent pool for women is created, Anglo American Platinum participates in the Techno Girl Programme and the Take a Girl Child to Work.

• The above – mentioned interventions assist Anglo Platinum with the opportunity to identify and develop a young talent pool to address the skill shortage amongst women.
• To be the Employer of choice.


• At the end of January 2014, Anglo Platinum had an overall staff complement of 45 841.

• The women complement amounts to 6150 and a total of 4559 (11%) women in core disciplines at the end of January 2014.

• This is equal to 13.4% of the total workforce.

• A total of 117 engagements and 18 promotions of women were made at the end of January 2014 in the various directorates.

• Engagements in the below critical core areas such amounts to the following:
  – SHE 54.5%
  – Process 42.8%
  – Technical 17.2%
  – Mining 6.8%

• Specific emphasis is placed on the recruitment of women from host communities through the Cadet Scheme, Learnerships, Bursaries and Graduates Scheme within the mining and engineering fields respectively.
• Address the critical mass of women participation in Junior to Top Management levels in order to comply with the New Mining charter.

• Recruitment of women that supports career development capabilities.

• Improve networking capability.

• Identify high flyers for fast tracking and accelerated development.

• Semi – ring fencing 50% of positions which fall under light to moderate physical effort.

• Increase the training intake quota from 20% to 50%.

• Use of a multi – dimensional assessment battery which covers emotional adaptability, overall physical work fitness, supervisory and management capacity, trainability, hand/eye coordination and social patterning and then select 10% for accelerated development.

• Align Women in Mining to Talent Management.
There is a Chinese proverb that says:

“A journey of a thousand miles must begin with a single step.”

The mining industry and Anglo American as a Group, has started this journey. This journey is not only to empower women but to contribute to the development of South Africa as a whole, because we are passionate and committed to this country!