



International Women in Mining Community

## WOMEN ON BOARDS WEBINAR SERIES

### Have you ever asked yourself these questions:

*“How do I land a board seat?” - “How do I approach my network and market myself for maximum results?” - “Is a board role for me?” - “How do I prepare myself to serve on a board?” - “How do I write my board CV?”* - **If yes this webinar series is for you**

The webinar series has been designed specifically for women working in mining or covering the mining sector. The webinar series does not provide certification, but acts as a practical guide to women who are considering qualifications and marketing themselves as available for a board seat.

We launched this programme because the current board course offerings didn't fit our needs: something that provided practical tools/tips, was affordable, was specifically tailored to the mining industry, allowed unlimited numbers of participants and offered the flexibility of viewing it live or when convenient plus unlimited replays

Our course it is not only open to our members or members of other Women in Mining groups, it is for every women working in mining regardless of being known to us or not.

### Who is the webinar series for?

It was developed specifically for women who are qualified and are considering pursuing a board seat or who may envision a board position as a part of their career trajectory.

### What you will learn & how will you benefit?

The Program will provide you with the tools to explore beginning and/or building your board career

- Begin to build your knowledge of governance:
  - \* the roles and functions of a board and key responsibilities
  - \* in-depth review of the key responsibilities of directors and board operations
  - \* regional regulatory differences and obligations (compliance)
- Assist you in the development of your Action Plan and Board Résumé/CV to guide you in identifying board opportunities and interviews with board executives and directors



- Access to executive search consultants
- We hope that by the end you have a better understanding of how you need to communicate your strengths as well as a better understanding to decide if this is journey for you

### Pricing

For one session £40 = Can\$75 = US\$60 = Aus\$75 = Euros 55 = Rand 740

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For 3 sessions £90 = Can\$165 = US\$135 = Aus\$175 = Euros 125, Rand 1665

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For 5 sessions £120 = Can\$220 = US\$180 = Aus\$230 = Euros 170, Rand 2200

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For the whole series £180 = Can\$330 = US\$270 = Aus\$350 = Euros 250, Rand 3300

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Concessions: If you are from Africa (except South Africa) & certain parts of Asia and Latin America: £5 for one (US\$7), £10 for 3 sessions (US\$15), £15 for 5 sessions (US\$20) and £20 (US\$30) for the whole – contact us to check

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Group rates are available upon request (10+)

You can pick and choose which sessions or how many you want and have access to recordings making it flexible. Also you can come in at any time during the course and have access to the sessions you may have missed.

The 10<sup>th</sup> session has been added as a bonus



### Application process & Additional Information

Register by email clearly stating how many sessions you are interested in and which ones. Please email Mia Trina our Head of Admin at [info@womeninmining.net](mailto:info@womeninmining.net)

Once your application has been received, we will contact you via email to confirm your registration, and send you a link to process your payment and an invoice.

Once payment has been received we will send you the link to the webinars.

The sessions last one hour each and will be interactive with a 30 minute Q&A session. You will have access to recordings of each session.

This webinar programme is supported by PearTree Securities Inc. and Ernst & Young LLP





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## Webinar Topics

### 1. General intro to boards

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- What is a board?
- What different kinds of boards are there? (profit vs. non-profit, public & private, small company, large cap)
- What is the role of the board committees? (intro)
- What board composition is ideal, what different skills does a board need?
- What is governance?
- Different roles: Chair, NED, Independent director...
- What are director duties and corporate governance guidelines?
- Outline how board oversight differs from executive operations



*Speaker: Michèle McCarthy, board director & Owner of McCarthy Law Professional Corp*

*Time : 26 May, 12.30 GMT / 07.30 EST /19.30 AWST*

### 2. Board journey: action plan/what do you need to do to get a board seat

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- Self-assessment / skills inventory
- Develop your brand/value proposition
- Gain non-profit board experience
- Develop and leverage a powerful network
- Get educated



*Speaker: Tracy Houston, board e-Guru*

*22 June, 2pm Vancouver, 3pm Denver, 5pm Toronto, 10pm London 11pm Paris & Johannesburg,*

*23 June, 5am Perth, 7 am Brisbane & Sydney*



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### 3. “Edge Up YOUR LinkedIn Presence to Gain That Corporate Board Seat”

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Everyone understands the potential for LinkedIn, but how much visibility can a board candidate expect to produce?

Despite the bad rap social media gets from time to time, LinkedIn simply cannot be ignored. It is the go-to network for professionals looking to advance their careers.

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*Speaker: Tracy Houston, board e-Guru*

*13 July 7am Vancouver , 8am Denver, 10am Toronto, 3pm London, 4pm Paris & Johannesburg, 10pm Perth, midnight Brisbane & Sydney*

### 4. Gender Diversity on Boards

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Regulatory & Market-led reforms, global snapshot

- Mandatory Quotas: Italy, France, Norway, EU directive
  - Voluntary Targets: UK
  - Comply & Explain Disclosure: Canada & Australia
  - Board evaluation & tenure
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**ICGN**

International Corporate Governance Network

*Speaker: Carol Nolan Drake, Co-Chair Shareholder Responsibilities Committee, International Corporate Governance Network*

*10 September, Noon Vancouver, 1pm Denver, 3pm Toronto, 8pm London, 9pm Paris & Johannesburg,  
11 September 3am Perth, 5am Brisbane & Sydney*



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## 5. Networking & Writing your board CV

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- Description of the board selection process
- Value of networking, conversations with Nomination and Governance Chairs, and relationships with executive search firms to plan how best to launch your board careers.
- Develop your brand/value proposition. You should be clear on why a board should hire you instead of assuming they know and will seek you out.
- Build your brand online as well
- Network, network, network
- Learn how to write a cover letter & board CV



## Prepare your board interview

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If you have made it to an interview, we want to make sure that you do yourself justice.

- Have you done the preparation required to give yourself the best possible chance?
- How the selection process works and what to expect
- What do companies look for
- Do your homework and prepare

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*Speakers: Dominic Schofield, Senior Client Partner, Board & CEO Practice EMEA & Peter Duffy, Principal Industrial Markets (Metals & Mining)*

*22 September – 6.30am Vancouver, 7.30am Denver, 9.30am Toronto, 2.30pm London, 3.30pm Paris/Johannesburg, 9.30pm Perth, 11.30pm Brisbane/Sydney*



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## 6. An introduction to the legal aspects of becoming a board member

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An overview of the legal role of a director and the corporate governance framework, with a focus on Europe, Africa, Asia, Australia and North America, covering:

- Board and governance structures
- The role and duties of executive and non-executive directors
- Corporate governance principles and best practice
- Liability and risk mitigation
- Due diligence before joining a board

*We will divide it into two sessions split by geographical area*

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*Speakers: Carol Shutkever, Partner & Stefanie Wilkinson, Partner Herbert Smith Freehills*

*Carol will cover Europe & Africa and Stefanie will talk about Asia & Australia*

*13 October: 9am London, 10am Paris/Joburg, 4pm Perth, 6pm Brisbane/Sydney*

**DENTONS**

*Speakers: Catherine Wade, Partner from Vancouver & Carole Turcotte, Partner from Montreal, Canada*

*Mary-Ann Hynes Partner from Chicago and Karen Jordan Partner from St-Louis, U.S.A.*

*14 October – 9am Vancouver, 10am Denver, noon Toronto, 5pm London*

## 7. Overview of legal issues in mining

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- Forms of acquisitions and disposals
  - Forms of financing/funding: bank lending, bonds, royalties, earn ins, streaming
  - Relationships with JV partners, governments, contractors
  - Corruption issues
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*Speaker: Rebecca Major, Partner Herbert Smith Freehills*

*18 November- 1.30am, 4.30am Toronto, 9.30am London, 10.30am Paris/Johannesburg, 4.30pm Perth, 6.30pm Brisbane/Sydney*



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## 8. Board Committees and their role

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The Board makes use of committees to assist in various aspects of management.

- Nominations Committee: leads the process for Board appointments & and makes recommendations
- Remuneration Committee: develops remuneration policy and ensures transparency
- Audit Committee: internal control, relationship with the company's auditors, corporate reporting & risk management
- Risk Committee: oversight and advice to the board on current risk exposure & future risk strategy



*Speaker: Tracey Waring, Global IFRS leader – Mining & Metals*

*7 December – 3pm Vancouver, 6pm Toronto, 11pm London, midnight Paris/Johannesburg*

*8 December - 8am Perth, 10 am Melbourne/Brisbane*

## 9. You've landed a board seat what to do before you start & Prepare your first board meeting

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- Do your research: Learn all that you can about the company before the first board meeting
- Meet the team & ask questions: take time to listen and learn
- Dig deeper
- Know why the company recruited you
- Buy some stock / invest in the company
- Managing relationships, politics & conflict at board level



*Speaker: Noël Harwerth, UK WCD Chapter Chair & NED*

*20 Jan 2016, 5am Vancouver, 6am Denver, 8am Toronto, 1pm London, 2pm Paris/Stockholm, 9pm Perth, 11pm Brisbane/Melbourne*

## 10. 101 of Mine and Project Economics

The session will create an understanding about context and the terminology used in the estimation and reporting of project and mine economics from unit mining costs through to revenues and realised prices. In addition it will outline the link between physical measures of performance and financial outcomes.

- Overview of the project and mine lifecycle
- An explanation of project and mine value drivers
- Key terms used and their implications for value
- Optimisation opportunities and approaches
- Tracking and measurement of performance
- Critical risks to be aware of



Speaker: Mike Barden, CEO Commodity and Mining Insight Ltd

*17 February 2016 – Session 1*

*9am London, 10am Paris/Johannesburg, 5pm Perth, 7pm Brisbane & Sydney*

*17 February 2016 – Session 2*

*4pm London, 8am Vancouver, 9am Denver, 11am Toronto*



## Biographies of the Speakers

**Michèle D. McCarthy, ICD.D LLB/LLM**, has significant experience in leading and implementing strategic change and restructuring in the financial services industry, mining and airports/ports.

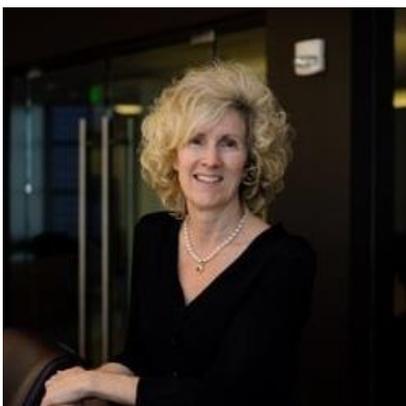
Michele has served for over 20 years on boards of TSX listed companies, not-for-profit companies/charities and governmental authorities. She is the Chair of the Boards of Lago Dourado Minerals (TSX-V), TD Split Inc., 5Banc Split Inc. and Big 8 Split Inc. as well as a director of Equity Financial Holdings Inc. and Equity Trust Company. Michele sits on five Independent Review Committees including Educators' Financial Group, Timbercreek Asset Management, Picton-Mahoney Asset Management (chair of the foregoing), Aegon Capital and Integra Capital.

Michèle was the Chair of the Toronto Port Authority and a member of the Small Business Advisory Committee of the Ontario Securities Commission. From 1997 to 2005, she was a Trustee of Trinity College (University of Toronto). She is the Past President of Toronto's oldest charity, the St. Georges Society of Toronto and a director of the Re kai Centres and Foundation, as well as a former director of the Canada's National Ballet School (Chair of the H.R. Committee) and the Humber Memorial Hospital. She is also a member of the Institute of Corporate Directors.



Since October 2003, she has run McCarthyLaw providing a Virtual General Counsel service to medium sized hedge funds, mutual funds, reporting issuers and Schedule I, II and III banks. Michele's career began at Fraser & Beatty where she practiced civil litigation. Thereafter, she was the Chief Legal Officer, Director Compliance & Corporate Secretary for Deutsche Bank Canada and Deutsche Bank Securities and created its Schedule III bank branch. Michele completed the reorganization of UBS Bank (Canada) and established UBS AG Canada Branch. From 2007 to 2011, she was the Chief Legal Officer, Corporate Secretary, Chief Privacy Officer, Ombudsman and Head of Compliance for GMAC Residential Funding of Canada, ResMor Trust and Ally. More recently, she has continued to lead projects to create de novo banks and to remediate significant regulatory issues for global and domestic banks as well as for a company in the payday lending industry. Michèle has expertise in Canadian and U.S. bank and securities regulatory, compliance and corporate governance matters and is fluent in English and French.

## Tracy E. Houston, M.A.



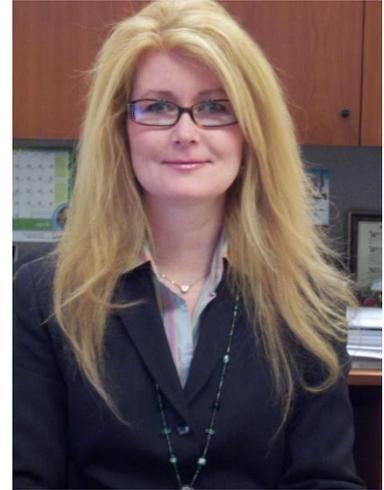
Tracy E. Houston, M.A. is the President of Board Resources Services, LLC. She is a refined specialist in board consulting and executive coaching with a heartfelt passion for rethinking performance, teams, and the boardroom. With a focus on leadership, strategy, and risk management, she consults primarily with directors, presidents, and senior officers to provide input on high level, sensitive, and complex issues. Sometimes called the Chief Potential Officer, Tracy has a background that includes sitting on a number of boards, board consulting, and coaching for potential. She develops unique insights into the vital role of human interaction and the inevitable fusion between barriers to growth and success.

Extensively published, Tracy has written hundreds of blogs that are featured on numerous award-winning websites and has a monthly board column hosted by [ColoradoBiz Magazine](#). She is the creator of the [Board Guru™ eBooks](#) and the [Becoming a Public Company Director](#) trilogy. Her company, Board Resource Services, has a website at [www.eboardmember.com](http://www.eboardmember.com) and [www.eboardguru.com](http://www.eboardguru.com). Follow Tracy on Twitter @BoardGuru. Headquartered in the Denver, Colorado area, Tracy is an avid hiker.



### **Carol Nolan Drake, J.D.**

Ms. Drake is the Chief External Affairs Officer for the Ohio Public Employees Retirement System (OPERS), in Columbus, Ohio, with direct responsibility for the Corporate Governance and State & Federal Government Relations departments. Ms. Drake served previously as the Corporate Governance Manager for OPERS. Prior to joining OPERS, Ms. Drake was the director of the Ohio Department of Administrative Services, a state agency with an annual budget of \$2 billion, in which she served on the Governor's Cabinet. Ms. Drake was appointed as the statutory board member of OPERS and Ohio's Deferred Compensation Board during her tenure on the Cabinet. She currently is serving her fifth year on the board of the Council of Institutional Investors (CII) as an elected Public Fund member and is the chair of the Policies Committee.



Ms. Drake was formerly appointed to serve as the chairman of the State Employment Relations Board, which had jurisdiction at that time of over 350,000 employees covered by collective bargaining agreements in the state of Ohio. Ms. Drake held a number of senior level positions in state government at the departments of Commerce and Administrative Services. She also worked as an assistant city attorney for the city of Columbus and as an assistant county prosecutor early in her legal career. Ms. Drake is a cum laude graduate of Ohio Wesleyan University and the Claude Pettit College of Law at Ohio Northern University.

Carol is currently Co-Chair of the Shareholder Responsibilities Committee of the International Corporate Governance Network

### **Dominic Schofield**



Mr. Schofield is a Senior Client Partner in Korn Ferry's Board & CEO Services Practice. He works across the industrial, retail, FMCG, technology and financial services sectors and specialises in the appointment of Executive and Non-Executive Director positions alike. Prior to joining Korn Ferry five years ago, he served as a consultant with another major international firm, focusing on boardroom and industrial appointments.

Previously, Mr. Schofield worked for a leading British political party as a senior aide to the then party leader and deputy head of research and policy.

Earlier in his career, Mr. Schofield spent five years in the board practice of a boutique search firm. Additionally, he once served as an advisor to the Home Secretary (Interior Minister) in the British Government between 1995 and 1997.

In the early 1990s, Mr. Schofield lived and worked in Russia where he was a journalist for a number of publications and media outlets. He has also lived in Kazakhstan and the Middle East.

Mr. Schofield earned a Master of Arts Degree in Russian and International Relations from the University of St Andrews. He is also a graduate of the Chicago Booth School of Business's Accelerated Development Programme for Senior Executives.

He is fluent in Russian and has a strong working knowledge of Italian, Spanish and Arabic.



## Carol Shutkever

Carol concentrates on providing technical advice on corporate law and listed company regulation, with a particular focus on corporate governance issues. Her role includes analysing new law and regulation and ensuring that the firm is at the forefront of corporate law and practice. Carol has a broad experience in corporate and commercial transactions, equity fundraisings, M&A and financial services regulation.



Carol is a partner in the Herbert Smith Freehills Corporate Governance Advisory Team in London. She provides ongoing corporate advice to a range of listed and private company clients – covering topics such as company meetings, corporate reporting, company constitution, directors' duties, corporate governance, continuing obligations under the UK's listing regime, market abuse and contract law issues.

Carol is well known for her expertise and experience in corporate law and corporate governance issues. She frequently works with industry groups to help advise and comment on new legislation and regulation as it is developed, including with the Law Society, the GC100 group (representing the general counsel of the FTSE 100 companies) and the Institute of Chartered Secretaries and Administrators

Carol was the principal editor and contributor to the firm's Guide to the Companies Act 2006 and is a contributor to a number of the UK company law textbooks including Buckley on the Companies Act and Gore Browne on Companies.

## Stefanie Wilkinson



Stefanie specialises in advising ASX-listed public companies on corporate governance issues including board reporting and advice, directors' duties, market disclosure (both continuous and periodic), director and executive remuneration and disclosure, and shareholder communications and relations.

The Head Office Advisory Team advises 60% of ASX 20 companies on corporate governance issues and over 40% of ASX 100 companies.

As a partner of the Head Office Advisory Team, Stefanie specialises in providing pragmatic, focussed advice and guidance in relation to public company governance across a range of industry groups, including with respect to legal and regulatory requirements, market practice and emerging trends.

Stefanie also advises companies who are seeking to list on the ASX on corporate governance and executive remuneration requirements.

Prior to focusing on head office advisory issues, Stefanie's main area of practice was mergers and acquisitions. Stefanie's M&A background assists her to advise on the Corporations Act and ASX requirements relevant to IPOs and other significant capital raisings and the structuring of major transactions involving listed companies, including related Board and shareholder approval issues.



### **Cathy (Catherine) E. Wade**

Partner, Dentons Canada LLP

Catherine is a senior securities and mergers and acquisitions lawyer with international experience. Within this practice area, Catherine has experience in hostile takeovers and shareholder meetings, both as Chair of the meeting and as counsel to the Chair.

She acts for junior and senior listed companies and has experience in North America, the U.K., Europe and South Korea.

Catherine is a former member of the Securities Law Advisory Committee for the British Columbia Securities Commission and was a senior staff member at the Ontario Securities Commission from 1990-1994.



### **Carole Turcotte**



Carole Turcotte is a Partner and practices securities, corporate and commercial law from Dentons Canada LLP's Montreal office, with an emphasis on matters related to natural resources, aerospace, health and science and manufacturing.

Carole advises public and private companies as well as securities dealers on various issues, including corporate financings (public prospectus offerings and private placements), mergers and acquisitions, corporate reorganizations and restructurings, joint venture operations, plans of arrangement, takeover bids, reverse takeovers, the protection of minority shareholders in special transactions, stock exchange listings and the drafting of various commercial agreements. She also advises investment fund managers, dealers and portfolio managers on matters related to mutual funds and segregated funds as well as on their registration and day to day activities. Moreover, she advises her clients on general corporate and securities law matters such as continuous disclosure obligations, corporate governance, and other regulatory compliance issues. She serves as corporate secretary for a number of clients and she regularly interacts with the stock exchanges and other securities regulatory authorities in Canada in connection with various applications on behalf of her clients.

Within her natural resources practice area, Carole namely acts for mining companies. Her practice involves all phases of mining from exploration, development and production through to reclamation. She provides advice on financings, purchase and joint-venture agreements, restructuring issues, permitting, royalty agreements, transportation agreements, reclamation agreements and procurement contracts relating to mining equipment. Carole brings invaluable operations mining experience to the practice of mining law that she acquired while working for one of Quebec's largest mining companies. She advises foreign governments regarding the preparation and implementation of mining legislation and provides commercial support on aboriginal law matters.

### **Mary Ann Hynes**

Mary Ann Hynes is a Senior Counsel at Dentons. An accomplished and highly regarded lawyer, she has deep experience in the areas of governance, compliance, and mergers and acquisitions, with a special focus on international growth, innovation, strategy and risk management.

Mary Ann is also a Non Executive Director of GHD, Pty Ltd. GHD is one of the world's leading professional services companies operating in the global markets of water, energy and resources, environment, property and buildings, and transportation. They provide engineering, architecture, environmental and construction services to private and public sector clients on five continents





Known for her many firsts in the industry, Mary Ann was the first female general counsel for a Fortune 500 company while at CCH Inc., a leading provider of information services, software and workflow tools for tax, accounting, legal and business professionals. She was also the first female officer of Sundstrand Corporation, the first female member of the North Shore General Counsel Association and the first female officer of the Chicago Crime Commission.

As general counsel for several global companies, Mary Ann focused on helping them through crises and building effective legal and compliance frameworks.

Mary Ann has been a board member of several corporations and non-profit organizations, such as the Dr. Scholl Foundation and the John Marshall Law School, a frequent industry speaker, and an advocate of opportunities for women in law and championing the cause of diversity in the legal profession.

### **Karen Jordan**



Karen Jordan is a Partner in the St. Louis office and a member of Dentons' Corporate practice.

Karen specializes in advising corporate clients in a wide range of corporate, public finance, corporate finance, real estate and securities transactions.

### **Rebecca Major**

Rebecca Major is a Partner at Herbert Smith Freehills in the Energy, Mining and Infrastructure in Paris. Rebecca has built a leading reputation over the past 20 years' experience advising on acquisitions, disposals, projects and project finance transactions for the mining and energy industries throughout the world, with a particular focus on the emerging markets. She has developed an in-depth knowledge of the African environment in particular, having advised on natural resource and energy projects and transactions in at least 37 African countries.



Rebecca is a British national who is qualified to advise on both English and French law and is fluent in French. She has been a Herbert Smith Freehills lawyer for 18 years (13 years in Paris, 5 years in Tokyo, where she ran our Tokyo energy and mining team) and a partner for 10 years.

Rebecca is consistently ranked as a leading lawyer for Energy and Natural Resources, Projects and Project Finance in the leading legal directories. Clients describe her as 'a knowledgeable, diligent and user-friendly advisor' (Who's Who Legal 2015).

Rebecca's global experience includes advising Sumitomo Corporation on its investment and ongoing involvement in the Ambatovy nickel mining project in Madagascar; Mitsui on the negotiation of the acquisition from Vale of an interest in the Moatize coal mine in Mozambique and in the related Nacala rail and port; Auplata SA on a joint venture with Newmont LaSource SAS governing gold mining prospecting licenses in French Guiana; a potential Japanese bidder on its bid for interests in the major coal mining subsidiaries of PT Bumi Resources, including PT Kaltim Prima Coal and PT Arutmin Indonesia; and a consortium of Japanese companies on its potential participation in the Tavan Tolgoi coal project, Mongolia.



## Tracey Waring



Tracey is part of EY's Global Mining & Metals leadership team in her role as EY's dedicated Global Mining & Metals IFRS leader. She has over 20 years of experience in the provision of assurance and financial accounting advisory services to a wide range of clients. Two of these years were spent working at EY's global headquarters in London.

In her role, Tracey spends a significant amount of her time meeting with a wide range of Mining & Metals clients around the globe. Through these client interactions, the close liaison with the IASB staff and her 20 years of experience, she has developed a deep understanding of the key IFRS accounting and financial reporting issues facing clients in the Mining & Metals sector.

Tracey's role also involves the development of publications which explore the specific implications of new and impending IFRS changes on Mining & Metals clients, as well as the IFRS financial reporting implications of emerging industry issues. To date, these have included publications on the impact of the proposed new revenue recognition standard, the new joint arrangements and consolidation standards, the Interpretation on accounting for waste removal costs, and leases, as well as the financial reporting implications of new forms of resource nationalism.

Tracey is a regular presenter at global EY forums, including the Americas Mining & Metals Forum, the Asia-Pacific Mining & Metals Forum, as well as the Latin America Mining & Metals Forum.

Tracey is also EY's Australia's IFRS desk leader and has also been a key member of the audit teams for a number of global and Australian based clients.

## Noël Harwerth

Ms. E. Noël Harwerth is a non-executive director of Standard Life plc (Chairman, Risk Committee; member, Audit committee), Alent (Chairman, Remuneration committee), and The London Metals Exchange (member, Audit committee).

She is Chairman of GE Capital Bank Europe and also serves as Chairman of Sumitomo Mitsui Bank (Europe Middle East and Africa). In 2006 she was appointed by the U.K. Government to the Board of the Tote, and served on the board until its privatization. She has served on the boards of Corus, Logica, Impellam Group, RSA Insurance Group and Dominion Diamond Corporation.

Mrs. Harwerth served as Partnership Director of London Underground from 2003-2008, having previously served on the Board of Transport for London, where she chaired the Audit Committee. She also served on the board of Anglo Irish Bank in 2007-08.

From 1998 to 2003 Mrs. Harwerth was Chief Operating Officer of Citibank International PLC in London. She was responsible for Infrastructure and Governance of Europe's first truly pan European bank, with branches in 18 countries. Prior to joining Citicorp in 1988, Mrs. Harwerth held senior positions in Dun & Bradstreet and Kennecott Copper Corporation, where she worked on large, complex international mining transactions.

Mrs. Harwerth was educated at the University of Texas in Austin and holds a Juris doctor degree from the University of Texas Law School. She holds both U.S. and British citizenship.

Mrs. Harwerth is a liveryman of the Worshipful Company of International Bankers, board member of The Committee of 200, and member of the International Women's Forum. She is Chairman of the UK Chapter of Women Corporate Directors. She served on the U.S./U.K. Fulbright Commission, the Campaign Board of Historic Royal Palaces, and was a member of the Women's Leadership Board of Harvard's Kennedy School of Government.





### Mike Barden – CEO, Commodity and Mining Insight Ltd



Mike Barden has over 30 years of experience working, and advising clients, in the mining and commodities sector. Mike currently leads Commodity and Mining Insight, a UK based company focused on strategic and operational planning and performance management within the mining sector.

Prior to founding Insight Mike's career has included:

- 10 years in the design, supply and operation of underground and open cast mining equipment;
- 10 years as a consulting partner with Monitor and then with KPMG Transaction Services; and
- 4 years as the CEO of the CRU Group and CRU Strategies, a leading supplier of information and consulting services to the mining and commodity sectors.

In addition, Mike has had hands-on involvement with a series of turnarounds of mining companies.

Mike's experience encompasses all elements of the mining and mineral processing lifecycle and from the perspective of both large and small mining companies. His clients have included a wide range mining companies such as: BHPBilliton, Rio Tinto, Anglo American, Xstrata, ENRC, Impala Platinum, GoldFields, Codelco, Antofagasta, Vale, Votarantim, Minmetals, SinoSteel, BaoSteel, SUAL, Lundin as well private equity funds, financial institutions and government agencies.

Mike has an engineering degree from Cambridge University and an MBA from the University of Cape Town