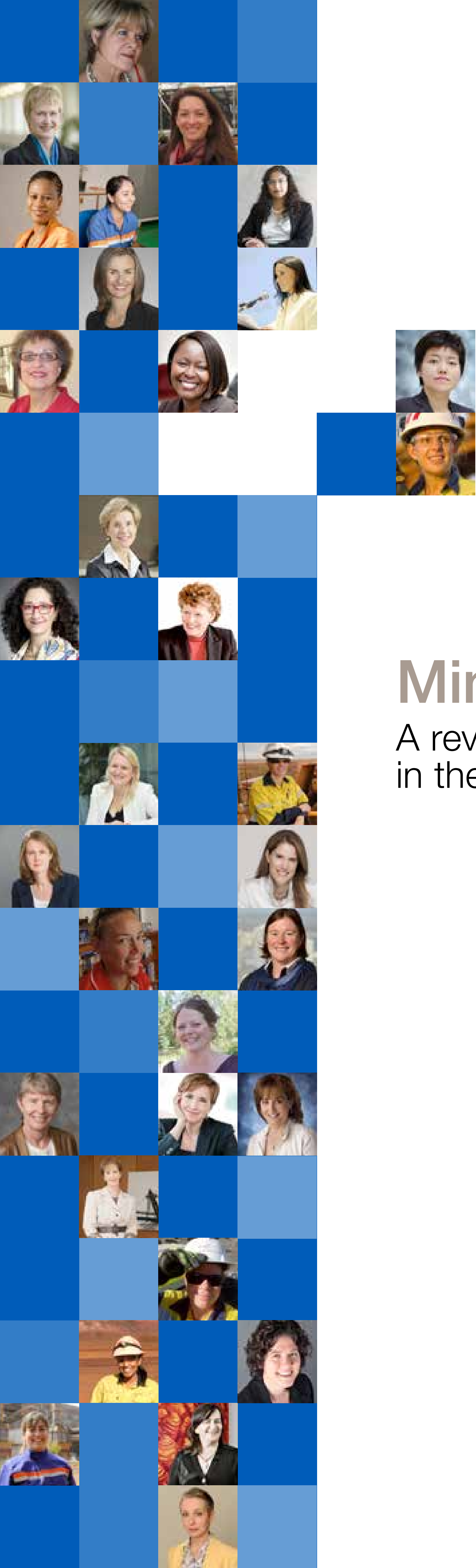


WOMEN IN MINING

Mining for talent 2014

A review of women on boards in the mining industry

pwc

Introduction

Many people have sought to prove the link between a company's performance and the presence of women on its management team or board of directors. Perhaps because of their relative scarcity in our industry, no-one has ever looked at the subject solely through the prism of mining. Until now.

Since Women in Mining (UK) (WIM (UK)) was formed eight years ago we have worked to promote and progress the employment, retention and professional development of women in the mining and metals sector, whether they be in technical or geological specialisms, or in traditionally support functions such as accountancy, legal or HR.

But it is a two way process. Just as we have encouraged women to get more involved in mining, we have also sought ways to demonstrate to the industry the value of attracting women candidates; including detailing the impact on financial and business performance they can have.

This report was commissioned to do just that. With the help of sponsors Rio Tinto, Anglo American and BHP Billiton, themselves all long-term champions of women in mining, we have collected data on the number of women involved in senior levels of the mining industry, and critically analysed the impact of these women on their company's performance. In conjunction with PwC, co-authors of the study, we asked:

1. How many women are there on boards and in the executive levels of mining companies?
2. How do these women affect the performance of these companies?
3. What is the educational and professional experience of these women?
4. What are the differences across the global mining jurisdictions?
5. Why does it matter?
6. What is the trend for women in the industry?
7. What can be done to change the status quo, and hopefully make it better?

The evidence we uncovered was stark and incontrovertible as you will see laid out over the coming pages. These findings provide a host of reasons why groups such as WIM UK and sister organisations across the world exist, but they also spell out the potential benefits for the whole industry if we grasp the right future opportunities.

Depending on country and company, at present approximately 5-10% of the workforce in the mining industry is female, the smallest of any major global industry. The starting point for any change is creating a base of knowledge and providing access to that information to those with the ability to influence others.

This is the second report in a series of three. We believe it provides a valuable contribution to the future debate over women in mining and we hope our findings will give you food for thought.

Amanda van Dyke

Amanda van Dyke,
Chair of Women in Mining UK

Stephney Dallmann

Stephney Dallmann,
PwC

Foreword by Lord Davies of Abersoch

Gender diversity is ultimately about good business. It is about getting the right team, the correct balance of views and personalities, and about achieving results.

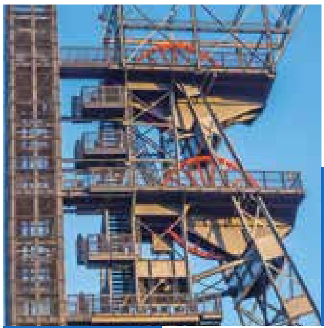
When I was a Government Minister, we looked in detail at what the UK needed to do to be even more competitive. One of the conclusions was that we needed more women entrepreneurs and more women into business and board rooms. After I left the Government, I was asked if I would lead a review of women on boards. The steering committee is still hugely involved and has done a fantastic job, supported by the civil servants.

Here we are three years later. We have achieved extraordinary results and, in many ways, we have changed the landscape of boardrooms in the UK. Indeed, many other countries are seeking our help as they face similar challenges.

Every industry and every company is focusing on management talent, development and succession. This report will help shed even more light on what has been achieved and what still needs to be done. I would also like to nudge one or two companies in the mining industry to move faster on the issue of diversity in their boardroom and in their executive.

Happy reading!

E. Mervyn Davies

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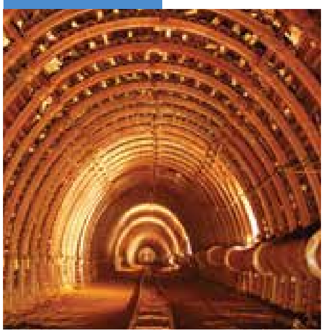


Executive summary

Background

The role of women in society has changed over the past 50 years and business models of the past are no longer appropriate if they are to adapt to this changing world. Although the global mining industry is also changing, it is too slow with just a 2% increase of female representation on boards in the past year.

There have been many arguments around why the mining industry lags all others and how difficult it is to change an industry with jobs in inhospitable places, large amounts of travel, lack of women with technical skills, and cultural and health and safety barriers to name but a few. So mining remains the one industry with fewer women on boards than any other including oil and gas. It is time to find out why and what can be done about affecting change.

With this in mind, Women in Mining (UK) commissioned a series of three reports with PwC to look into gender diversity at board level of the top global mining companies, including the female contribution to a better performing and more sustainable business.

This report is the second in the series and it looks at a wider group of companies across more stock exchanges to ensure the quality of the analysis. It analyses the correlation between women on boards with financial, environmental, social and governance performance. It looks at the backgrounds and education of women to determine if there were any obvious barriers to entry. It challenged a number of myths that often have held women back from entering or moving up the ranks in the mining industry. And finally, interviews Lord Davies of Abersoch, who has championed gender diversity in the UK across all industries, and includes 'A Point of View' from Dafna Tapiero from the International Finance Corporation, part of the World Bank.

The challenge for the mining industry is to pick up the pace of change, embrace the changing society that we find ourselves in and engage with organisations like Women in Mining (UK), among others, to find solutions. These three reports have begun that conversation.

Debunking the myths

Myth 1

There are not enough women available for boards as most women hold multiple directorships so the pool of available women is very small. DEBUNK: This research shows only three female directors hold more than one directorship for a Top 100 global mining company.

Myth 2

Women only do 'soft' executive management roles so there are not enough sufficiently experienced women available for boards. DEBUNK: This research shows that 62% of females in executive management are in roles in operations, legal and finance.

Myth 3

Women are not on boards because there aren't many female mining (or general) engineers. DEBUNK: This research shows that only 32% of men on boards have an engineering degree. Moreover, this research shows no correlation between engineers on boards and financial performance of the company. So fewer female engineers does not need to be an impediment to finding female board members.

Scope of analysis and approach

The report is based on statistical analysis, which has its own inherent limitations as correlation does not imply causation; a correlation between two variables does not necessarily imply that one causes the other. Despite this, the numbers are revealing.

The first report, *Mining for Talent (2013)*,[1] analysed the largest 500 mining companies[2] (ranked by market capitalisation) that were publicly traded as at 31 December 2011 on those stock exchanges that historically have been most popular with mining companies (ASX, TSX, TSXv, LSE, AIM, JSE, NYSE and SEHK, the "**Main Mining Exchanges**"). A broad range of factors were analysed, including gender diversity and performance indicators, based on publicly available information to assess the impact of management-level gender diversity on company performance.

The 2014 report has expanded the breadth of the exchanges surveyed. While the Main Mining Exchanges surveyed in *Mining for Talent (2013)* are well-known mining exchanges, they represent only two thirds of publicly listed mining companies globally and do not include some of the most important and influential mining companies. There are around 3000 mining companies listed on the world's recognised exchanges. This year's report analyses the largest 100 and largest 500 mining companies (ranked by market capitalisation) that were publicly traded as at 22 July 2013 on any recognised exchange (hereinafter the "**top 100 mining companies**" and the "**top 500 mining companies**").

The top 500 mining companies surveyed had an aggregate market capitalisation of approximately USD 1.4 trillion as at 22 July 2013, representing 97% of the aggregate market capitalisation of all publicly listed mining companies worldwide. The top 100 mining companies (hereinafter also referred to as the "**larger mining companies**") had an aggregate market capitalisation of USD 1.2 trillion and spanned USD 158billion and USD 2.4billion in market capitalisation. The top 101-500 mining companies (hereinafter the "**smaller mining companies**") had an aggregate market capitalisation of USD 200billion and market capitalisations that spanned between USD 2.4 billion and USD 70 million.

For reference, the top 100 mining companies are listed in Appendix 1 to and the table below lists the exchanges surveyed in the report.[3]

The report also expanded the range of factors across which it analysed this year's top 500 mining companies. The gender and educational background of each company's board and executive team members was identified and catalogued. In addition, each company considered in this report was evaluated on 75 different performance metrics, including: governance, financial, social and environmental.

Companies were grouped into three categories:

- boards with no women;
- boards with one woman; and
- boards with two or more women.

The combined performance of each of these groups was evaluated and compared across the same 75 performance metrics. In addition, we have compared the performance of the top 500 mining companies collectively to that of other industries so as to benchmark the sector as a whole.

Breakdown of the companies surveyed by exchange

	Top 100			Top 500		
Country of exchange	Number of companies in Top 100	Total market capitalisation (billions USD)	% of top 100 total	Number of companies in Top 500	Total market capitalisation (billions USD)	% of top 500 total
UK	10	207.90	17.2	37	219.9	15.5
Australia	6	185.5	15.4	76	210.0	14.8
Canada	14	148.1	12.3	140	199.3	14.1
US	13	133.7	11.1	42	151.6	10.7
China	13	82.1	6.8	50	122.0	8
Hong Kong	9	106.2	8.8	32	118.3	8.4
South Africa	7	43.4	3.6	16	48.5	3.4
Other	28	299.8	24.8	107	345.3	25.1
Total	**100**	**1,206.7**	**100**	**500**	**1,414.9**	**100**

Key findings

The research indicates that there is a consistent and significant correlation between having more women in management and on the board, with improved company performance across a number of matrices, including governance, financial, social and environmental.

The research provided the following key facts:

- For the second year in a row, the mining industry has fewer women on boards than any other major industry, including oil and gas.
- In the world's top 500 listed mining companies, just 7% of all directorships are held by women.
- Only seven CEOs in the world's top 500 listed mining companies are female.
- Only one CEO in the world's top 100 listed mining companies is female.

When analysing the research, it is clear that there are three emerging themes –

1. **It is good business sense.** There is a financial business case to support the inclusion of women in executive and board positions.

   Despite low numbers there is a striking correlation between return on assets and the number of women on boards. Return on assets ranges from -2.86 for all male boards to +6.40 for boards with two or more women. In simple terms, this means that on average, for every £1 invested in a business, those with all male boards have a loss of 2% on their investment and those with two or more women make a return of 6% on their investment.

   For the top 100 mining companies, average Enterprise Value to Reserves is 106% higher for companies with two or more female directors compared to all male boards. In simple terms, the market values the assets of companies with two women on the board twice as highly as those with no women on the board.

2. **It preserves the social licence.** Mining companies have moved towards an increased focus on corporate social responsibility to support the sustainability of their businesses and women have made a measurable impact on the level of disclosure as well as the management of the environmental, social and governance issues addressed by those companies. It can be argued that the security of a company's social licence to operate may be improved by having women on the board.

3. **Industry is slow to change.** With an increase of just 2% year on year of female board appointments to the Top 100 global listed mining companies, it is clear that the direction of change is a good one, but the pace is too slow and it will take until 2033 before any target of 30% is reached.

Next steps

Gender diversity in business is the subject of much research and debate and while statistics cannot prove causation, there is vast evidence in other studies undertaken around the world which is supported by our own findings to show sufficient correlation between female representation on boards and improved corporate performance – financial, environmental, social, and governance.

This report gives a snap shot of the state of the mining industry regarding female representation and the impact to the triple bottom line. The next report – the third and final report in this series – will review the last three years of data to benchmark it in order to observe any real changes over time. It will attempt to determine the barriers mining companies face when recruiting women (either at the executive or the board level), as well as the barriers women face in the industry (either at entry level or through promotion). It will also highlight success stories from both sides on how changes can overcome those barriers whether mythical or real.

Women's role in society has changed substantially over the past 50 years and companies across all industries have embraced that change in the way in which they manage their businesses. There have been three recent global driving forces to this change: gender-focused legislative reformation, the business case, and movements towards corporate social responsibility. These forces have impacted the mining industry as well and we have seen some progress on improving female representation. However at the current rate of change it will take twenty years to reach the much mooted 30% level, which is simply too slow.

As Lord Davies says: "gender diversity is about good business", and this is something the mining industry simply cannot ignore.

Interview with Lord Davies

7 October 2013

Lord Davies of Abersoch talks to Stephney Dallmann, PwC and Amanda van Dyke, chair of WIM UK.

Stephney Dallmann:
Thank you very much for your time today. Could we start by getting your views on why gender diversity is important?

Lord Davies:
This is about business results. I've been involved in campaigning for gender diversity for around three years now and I've learned that the more diverse the thinking in a team, the more variety you have in a team – of backgrounds and intellect and approaches – the better the results. This is supported by research. McKinsey, Stanford and Harvard have all produced in depth studies which highlight that when you have men and women in a team it's a much better result. This really is about good business.

Amanda van Dyke:
Why do you think the mining industry lags other industries regarding women on boards?

Lord Davies:
If you look at the FTSE 100 I think there are six companies that have no women on the board, and if I'm not mistaken – five of them are mining companies. That's shameful.

The mining companies make excuses, saying: "We have difficult jobs; We don't have women in the industry" etcetera. If you look at the reality, Anglo American had a female CEO and Rio Tinto has a number of women on the board.

Mining companies are no different from energy or retail companies or any other industry. If you haven't seen the different things that are going on in society with different communication channels, with the emergence of the importance of information mobility and development of the internet access and technology, you are not running a modern business. Business models are changing. At the same time women's role in society has fundamentally changed in the last 50 years, and so if you're a CEO or a chairman of a mining company – that is not fundamentally different for a retail company or a bank. If you don't get that then where have you been? Well you've been asleep at the wheel. So, yes, it is very encouraging to see the improvements in the mining industry, but the industry is moving from a very small base. The energy industry has corrected a lot of its mistakes and the mining industry needs to do the same.

Stephney Dallmann:
One of the reasons given for why there are fewer women in mining is that this is not a very attractive lifestyle to many women.

Lord Davies:
Doesn't that just tell you that the industry needs to change? If you are going to move an individual every two years to different parts of the world, how are they going to cope with schooling if they have children, if two of them have careers, if they're married?

We are in a world now where work-life balance needs to be addressed if you want to attract talent. Forget about women – you won't attract graduates of the highest calibre if you don't think about work-life balance, if you don't think about the stress of remote locations, and if you don't think about terrorism and such issues.

I would argue that I don't think this is exclusive to the mining industry. Yes it may be a bit more extreme in the mining industry, but the reality is that this is about developing talent, and the mining industry has to worry just as much about men as it does for women with respect of some of those practices.

The young graduate of today is much more focused on whether they work for a sustainable company. "Is it putting something back into the community? Am I working for a good company? Do I have the right work life balance? Is it a good place to work?" These are all issues that other multinationals have to deal with on a daily basis.

An interesting example is Diageo. You'd never think of the spirit drinks business as being one where you'd see a lot of women in key positions but I've learn a lot from Diageo where I am the senior independent director on the Board. There are women at all levels, and they do have to travel to difficult countries; they do have to run brands that they don't necessarily drink. In my view it is just a very different type of culture; a very different attitude to international travel, to parentage, to everything, including child care.

Amanda van Dyke:
Do you think it is a problem that a consequence of having fewer women in the pipeline is that a lot of the women on the board tend to be in non-executive positions?

Lord Davies:
Well, no, I think it's the reverse actually. I believe that to fix the pipeline for the executive team takes a lot longer than the board. I believe if you get women – and obviously more than one – onto the board of the mining company, those women are going to speak to the head of HR, the

nominations committee, the CEO and start asking questions, such as "Where are the women in our pipeline? Why are we losing X% of graduates?" That's what nominations committees are for, so my view is the first stage is you bring more and more women on to the boards regardless of exec roles, they then educate the company on the lack of diversity and then you end up eventually having a much stronger pipeline. So you've got to start with the board in any capacity and then work down. I think it's all about the chairman deciding we need a different type of board. For example, I had a very good discussion with Glencore Xstrata, who then committed to putting some women on the board – they have made a public commitment.

Stephney Dallmann:
Do you think that if the pace of voluntary compliance stops improving, there might be a place for legislation?

Lord Davies:
No, I don't. In certain jurisdictions with certain types of social problems you might need legislation or indeed quotas, but I think the best solution for business on this is self-regulation. We have put a voluntary code in for head hunters, we have embraced the institutions, we have gotten the chairmen onside, and we're showing the progress. The numbers were published recently, and we are well on target to achieve 25% by 2015, and therefore I think quotas would be an admittance of failure.

If we don't get 25% by 2015 will we introduce quotas? Absolutely, yes. So there is the threat, but voluntary rectification is much better.

Amanda van Dyke:
How important is mentoring?

Lord Davies:
Hugely! I think if you talk to most people who have got to the top of any organisation or industry they would say they benefitted from mentoring. My view is that particularly for women on a journey to the top where there are more men, I think mentoring is hugely important.

Given that women network in a different way to men, the reality is that you've got to have formal processes in a company for mentoring. You've got to have formal dialogue with your mentee, mentor relationship. The company's COO has to buy into it because it can cost and the head of HR's got to be in charge of it.

Stephney Dallmann:
What do you think that men and women can do to improve networking or opportunities for women in a predominantly male work environment?

Lord Davies:
I think that if you are a lone woman in a big division and you are the only one or one of two or three it is tough and therefore you need sympathetic leaders who really understand the importance of this issue. I think that is the job of the nominations committee in the Board to say to the chief executive "Hey, do we have enough diversity in our teams, if not why not, and what are we doing about it and do we know what the experience is like for the women or men in our company to climb the ladder?"

I would say in the last few years there has been a profound change in networking events for women across most industries – there are more and more of these events being held. I think women have got to realise the importance of networking and they've got to put effort into it.

I also believe that networking properly is a key aspect of top management. You have to get to know different people and learn from these people that you know and you meet from different industries. One of the great things about leadership and management is you never stop learning. So the more people you can meet and listen to what they are doing and what their jobs are like then more interesting it is.

Stephney Dallmann:
What do you see the next steps in this process to be?

Lord Davies:
I think we are fixing the board rooms of Britain. Now we've got to fix the executive committees so we've got to get more women in the pipeline. That is the number one challenge facing the UK to date. More women on the executive committees; more women coming through in the pipeline.

In my experience you can change historically male industries. The mining industry needs to change its attitude to change, and it will be a better place for it.

10 Key findings

This year's report sets out the 10 key findings from our research. They cover board composition, executive management – the pipeline, financial performance, committee participation, comparison to other industries and between stock exchanges, educational background, corporate social responsibility and jurisdiction analysis.

1. Board composition

In the top 500 listed mining companies in the world, 7.2% of directors are female, with the top 100 companies having 10.3% female directors. Since last year, Cynthia Carroll has stepped down as CEO of Anglo American, and there is now only one female CEO in the top 100 listed mining companies, Kay Priestly of Turquoise Hill. There are just 7 female CEOs in all of the top 500 listed mining companies. It is clear that women are not yet participating fully in the leadership of the mining industry.

According to the findings of our study, of the 106 female directors in the top 100 mining companies, just 3 of them hold more than one directorship.

Out of all the 500 listed mining companies we reviewed, just 14 had reached the critical mass of 30% of women on their boards, with 6 of these being in the top 100. It is only when this level of female participation on boards is reached, that the full benefit of gender diversity can be achieved.

% Directorships held by females	Top 100	101-500	Top 500 combined
	%	%	%
Executive	4.0	3.9	4.0
Non-executive	12.5	6.9	8.4
Total	**10.3**	**6.1**	**7.2**

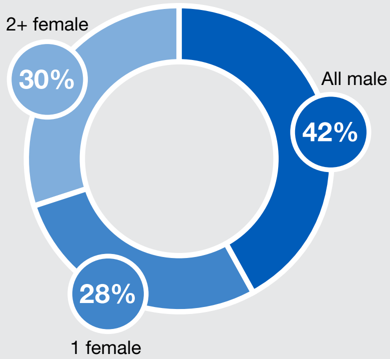
Some progress is however being made; 58% of the top 100 companies have at least one woman on the board, compared to 46% last year.

There are only two female chairmen in the top 100 companies and 1 female CEO

7.2%

of directors are female on the top 500 mining company boards

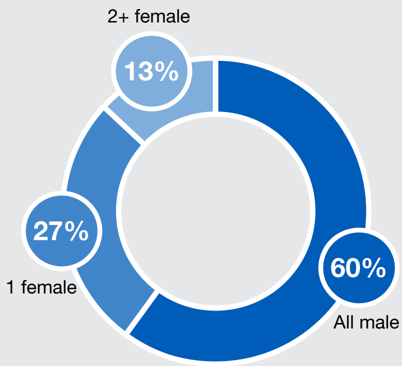
Top 100 boards



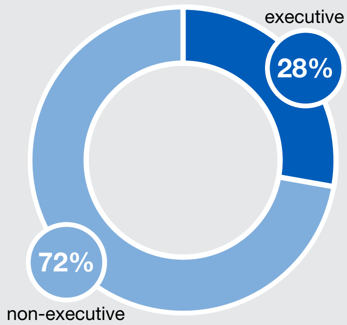
Types of Director

Females are more likely to hold non-executive board positions, and these account for 85% of all female positions within the top 500 companies. Female directors are nearly half as likely to be executives as males within the top 500 companies. This is consistent with a broader trend across all sectors. The Lord Davies report into the representation of women on boards in the UK FTSE 100, sets out the progress which has been made to increase the number of women on boards, but highlights the concern that many of these appointments are non – executive appointments and that the number of women running companies is still very low.

Top 500 boards

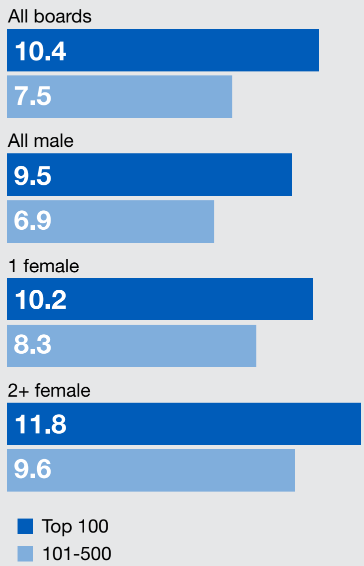


Top 500 boards' male directors

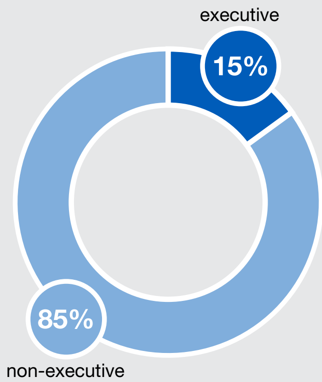


Size of boards

The larger companies forming the top 100 are more likely to have women on the boards, and also have a larger board size on average. Consistent with last year and other studies, the average size of the board increases as the number of women on it increases.



Top 500 boards' female directors

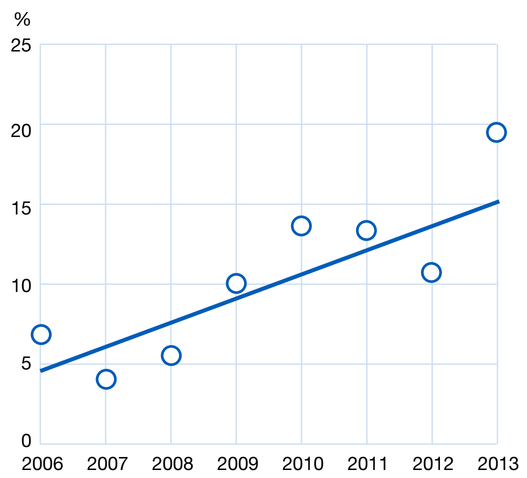


Female non executive directors

The proportion of the top 100 companies' board appointments to women has increased over the past 7 years. In 2013, a fifth of top 100 companies' appointments were to females. For the current top 100 mining companies globally, the average percentage of women on their boards has steadily increased over the past 5 years. This trend demonstrates that on average the percentage of director appointments being made to women is increasing by 2% each year. Whilst this increase is encouraging, it would take until 2033 for the percentage of women on boards to reach 30% if the appointment rate continued at its current pace.

In the UK, Lord Davies has recommended that all FTSE 100 Chairmen set targets for achieving more gender balance on their boards.[4] The Lord Davies report highlights that Anglo American, BHP Billiton and ENRC have undertaken to reach self-imposed targets for women on boards of between 20% and 30% by 2015. Lord Davies' recommendation has met with some early success in the FTSE 100, seeing rapid increases in the number of women on FTSE 100 boards. If Lord Davies' approach were adopted more widely in the mining sector it could have a similar effect.

Percentage of board appointments to women within top 100 mining companies



Year end	2009	2010	2011	2012	2013*
	%	%	%	%	%
Average % women on board	6.22	6.7	7.95	8.55	9.70
(rounded)	**6**	**7**	**8**	**9**	**10**

2. Executive management

Across the top 500 mining companies, the percentage of executive and senior management positions held by women is 11.5%, compared with just 7.2% of women represented on boards. Surprisingly, 11.7% of executive management positions in the 101-500 mining companies are filled by women, which is higher than the 10.6% for the top 100. This shows a stronger pipeline coming through for the smaller companies.

Looking more closely by listing jurisdiction for the top 100 companies, South Africa has the highest proportion of women in executive management, followed by Canada. In the cases of Hong Kong and China, the proportion of women in executive management positions of the smaller companies is significantly higher than those within larger companies from those exchanges. Australia has the lowest percentage of women in executive management positions of the territories analysed, at below 9%. See Appendix 2 for more in-depth analysis by jurisdiction.

Whilst there are more women in executive management than on boards, the pipeline needs to be increased if we are to increase the number of women on boards. At proportions below 12% overall, a significant shift needs to happen to support the progression of women internally through to executive management and then on to boards.

Females in executive management

Territory	Top 100	101-500	Top 500
All	10.6	11.8	11.5
South Africa	23.8	19.6	9.4
Canada	14.8	13.5	13.7
Hong Kong	7.9	18.0	15.0
Australia	8.0	8.8	8.7
USA	9.9	9.0	9.4
UK	10.4	10.5	10.5
China	3.5	12.1	9.1

11.5%

Women make up 11.5% of executive management

30% at this pace of change, it will take until

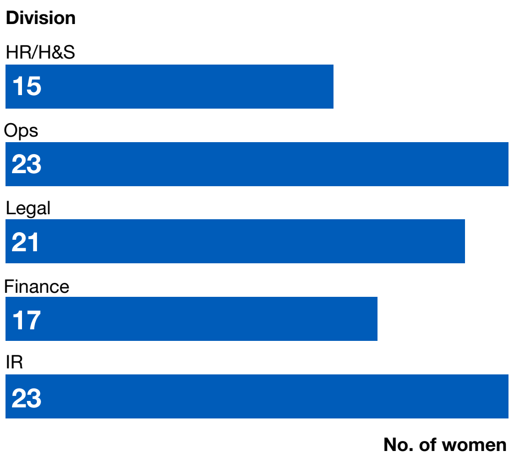
2033

for there to be 30% women on boards

3. Types of executive management roles

We took a closer look in to the businesses to understand if women were in the roles that could lead them to executive board positions. In the top 100 mining companies women are employed in a wide range of roles in fairly equal measure – 62% of women in executive management work in operations, legal and finance. Operational roles tend to be the main roles that lead to executive board positions, having run part of the business, which is consistent with the promotion histories of the directors we analysed.

Female exec management roles

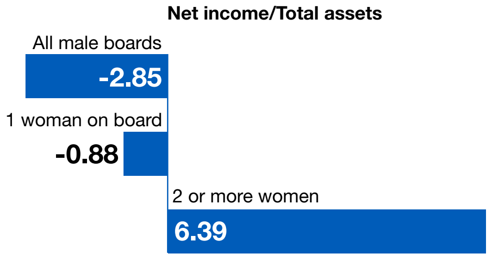


4. Financial performance

Return on assets is a key performance measure which indicates how profitable a company is relative to its total assets. It gives an idea of how effective management is at using its assets to generate profits. From the data we examined, there is a striking correlation between return on assets and the number of women on boards. Return on assets ranges from -2.86 for all male boards to +6.40 for boards with 2 or more women. In simple terms, this means that on average, for every £1 invested in a business, those with all male boards have a loss of 2% on their investment and those with two or more women make a return of 6% on their investment.

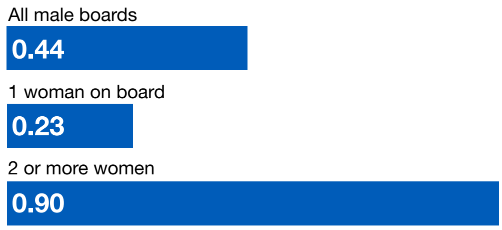
For every £1 invested those with 2 or more women on the board get a 6% return.

Average return on assets for top 500 mining companies



The Enterprise Value (EV) of a company shows how much a company is valued at in the market; it is calculated as market cap plus debt, minority interest and preferred shares, minus total cash and cash equivalents. When comparing this to the value of the geological reserves (proven mineral assets in the ground) it gives the EV to Reserves ratio. When this is high it shows a company is trading at a premium and when it is low it shows a potentially undervalued company. For the top 100 mining companies, average EV to Reserves is 106% higher for companies with 2 or more female directors compared to all male boards; this represents an increase in EV to Reserves of 0.46 from all male boards to boards with two or more women. The market values the assets of companies with two women on the board twice as highly as those with only men on the board.

Average EV to reserves for top 100 mining companies



These financial measures show a positive correlation between women on the board and financial performance. There could be many reasons for this, including that larger and more experienced boards are those which have more women on the boards. However, it could also be that a more diverse board is a more effective one. This is something that a growing body of evidence supports.[5]

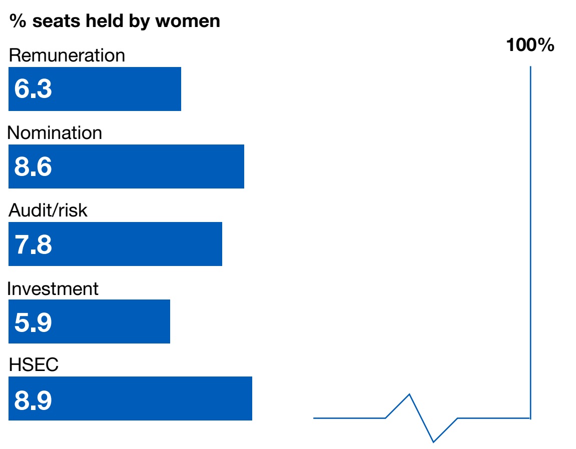
5. Board committee participation

Committee participation matters because it is an indication of how much women are actively participating in the board and thereby how much they actively affect governance. This data shows that female directors participate almost equally to board committees as to boards themselves.

Of the core committees (Remuneration, Nomination and Audit/Risk), committee participation overall by women is 7.6%. On average across all major board committees female participation stands at 7.6%. This is just slightly higher than the total percentage of directorships held by women in the top 500 companies, which is 7.2%.

This indicates that when women join boards, they tend to join committees and so are active members of the board. However, because the participation of women on boards, and therefore committees, is so low it raises the question as to whether their impact will be felt in these committees.

Women's participation in the top 500 companies' committee seats



How do the different territories compare?

Again South Africa leads the way with female participation in mining companies with the other territories some way behind. Over 21% of committee seats on JSE listed miningcompanies are occupied by women. Of the 6 territories, Canada had the lowest participation on board committees by women, at 5.9%, closely followed by HK and the UK with just 6%. Australia's female committee participation is very similar to its board participation, at 6.3% and 6.2% respectively. US-listed companies' female committee participation is higher than their board participation, and at 8.7% it is the territory with the second highest percentage of committee seats held by women.

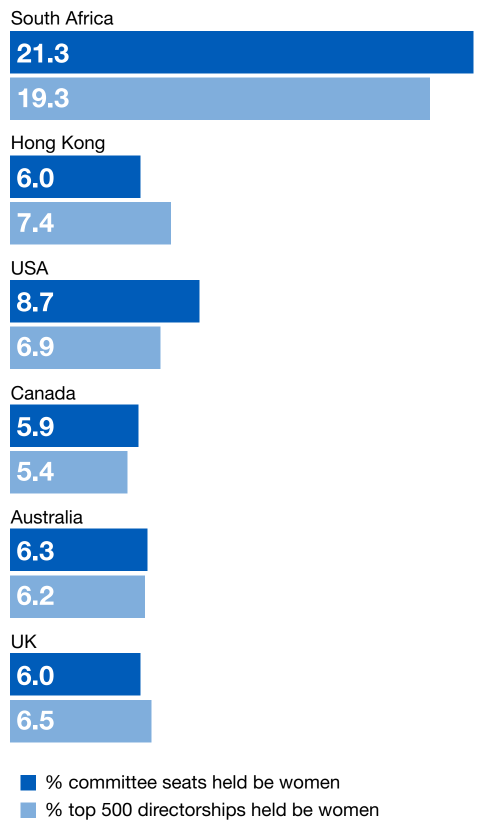
We have taken a closer look at what makes South Africa stand out and what can be learnt from their experience in Appendix 2.

Committee seats held by women vs % of directorships held by women

Exchange	% Committee seats held by women	% Top 500 directorships held by women	No. Companies
South Africa	21.3	19.3	16
Hong Kong	6.0	7.4	32
USA	8.7	6.9	42
Canada	5.9	5.4	140
Australia	6.3	6.2	76
UK	6.0	6.5	37

* China not included due to incomplete committee data

Committee seats by country of exchange



6. Comparison to other industries

The consumer services sector has the highest average percentage of women on the boards of its top 100 companies, closely followed by the consumer goods sector. Despite having the lowest average percentage of women on boards overall, it is interesting to note mining as well as Oil and Gas and Technology sectors all increased the average percentage of women on boards, while other other sectors reduced their women on boards.

It is clear that the mining industry is the worst performer with respect to the number of women on boards. Other industries have moved forward more quickly than the mining industry on this and they will start to experience the benefits of gender diversity before the mining companies.

	2013	2012
Consumer Services	16.37	16.36
Consumer Goods	15.24	17.35
Financial Services	12.34	14.08
Technology	12.24	11.43
Telecommunications	11.46	13.35
Oil and Gas	10.88	8.29
Mining	10.3	7.58

The data in this table is from Bloomberg

7. Comparison between exchanges

In most listing jurisdictions the mining companies within the top 100 companies per exchange have a lower than average percentage of women on boards. The exceptions are South Africa (where it is higher) and HK (where it is the same). In Hong Kong however, the average percentage of women on boards does not even reach double figures, and is the lowest of all the territories analysed.

Given that these exchanges represent 75% of the total market capitalisation for the world's top 100 mining companies, it is important to the industry to monitor developments in these territories.

Board seats filled by women in the top 100 companies Index by listing Jurisdiction

	Average % of women on boards	Average % of women on boards	
Index	Top 100 index	Mining companies within the top 100 index	Number of mining companies within index
ASX	16.7	11.6	9
TSX/TSXv	14.6	12.9	13
SZSE/SSE	10.0	4.6	8
SEHK	8.7	8.7	7
JSE	17.6	20.6	11
LSE	17.7	8.2	7
NYSE*	18.8	N/A	0

* There are no mining companies within the top 100 US listed equities

8. Background of board directors

In this report, as a result of some interesting questions from readers of the last report, we researched the background of the directors sitting on the top 100 mining companies' boards – both male and female. We looked at their industry experience, age and educational background.

Almost 50% of male board members have prior career experience in the mining industry, compared with just over 15% of female directors. This may be linked to the lower proportion of female directors with engineering and geoscience educational backgrounds and that most of the female directors are in non-executive positions. Female directors are more likely to bring expertise from a finance or accounting, legal or governmental career, or from another sector.

In the educational background chart shown below, the measured scale is in percentage of directors with a certain degree. It should be noted that the percentages do not add up to 100% due to the fact that many directors hold more than one degree.

Our research has found that male and female directors have a similar average number of degrees, at just over 1.8. However, the most common fields of study show some differences between the genders. Of the female directors, an economics/commerce undergraduate degree is most common. For males, engineering degrees are most common, closely followed by economic/commerce degrees. A very small proportion (7%) of female directors have an engineering educational background, compared with almost a third of male directors. Related to this, it was found that over 18% of female directors are qualified chartered accountants, compared to just over 14% of male directors. Similarly 23% of females in the mining industry boards are lawyers compared with 15% of men.

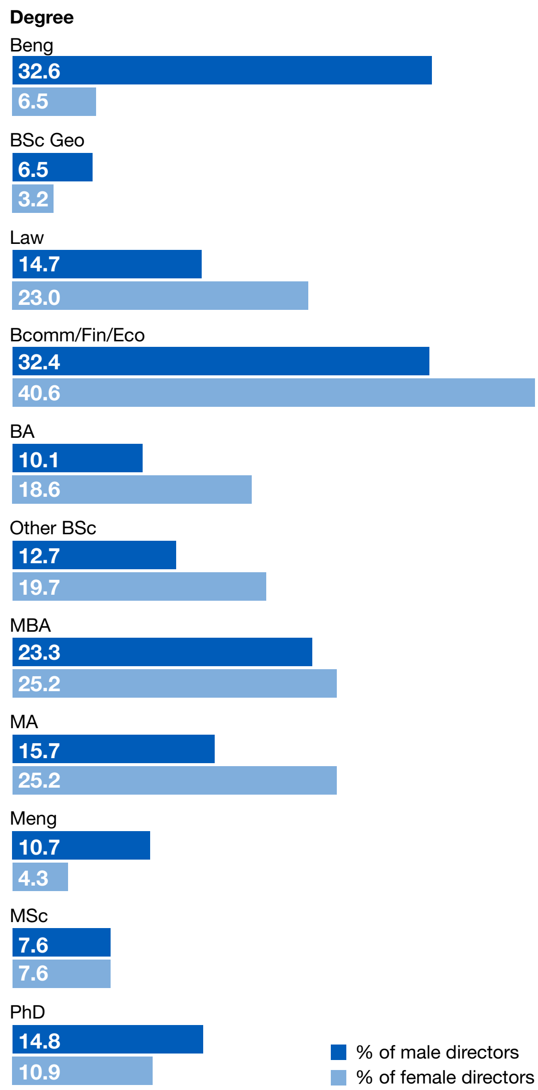
Interestingly, Kay Priestly, CEO of Turquoise Hill, was a tax partner at Arthur Andersen for the first 24 years of her career and Cynthia Carroll started out as a petroleum geologist demonstrating that there are different paths to the boards of mining companies. For the fewer number of women with engineering degrees to be relevant to their representation on boards, engineers on the board would have to have an important impact on earnings, such that engineering be a significant criteria in choosing a mining director. We ran analysis to test this theory.

Boards of the top 100 companies were divided groups. There were 10 companies with no engineers, 16 with 1 engineer, 25 with two engineers, 19 with 3 engineers, and 30 with more than 3 engineers. We took those 5 groups and ran all of our financial performance data against them.

The results show two things, one, given that the largest group is with more than 3 engineers mining companies generally believe engineers are important to the governance of a mining company. Two, the data did not support any particular correlation to performance.

The data is not statistically significant to prove that companies with one or more engineers on boards perform better. The results do not show significant correlation between engineers on board and financial performance. And again we should reiterate that the data does not prove causation. That isn't to say that companies with more engineers performed badly, rather that the spread of how companies performed was even across all the 20 major financial ratios tested. Engineers are an essential part of the mining industry however, the board does not need to be made up entirely of engineers and more engineers do not appear to enhance performance. Therefore, the lack of an engineering degree should not be an impediment to women succeeding to the board level.

Educational background



Female directors have a lower average current age than male directors, by three and half years. This reflects in part their lower average tenure, as most female board members have been appointed more recently. However, females also have a lower average age upon appointment, at just over 50 years. The table below shows that although the most common age group for newly appointed directors of either gender is 46 to 50, almost as many newly appointed male directors fall into the 56 to 60 category. 41% of male directors on the top 100 boards were over 55 when appointed, compared with just 27% of females.

Comparing executive and non-executive backgrounds

Age	Male	Female
Average current age	58.9	55.4
Average upon appointment	52.7	50.1

9. Contribution to sustainability

The top 100 mining companies were assessed for Environmental Social, and Governance (ESG) performance. This is a relatively new area of reporting when compared to financial reporting which has been long established. This means that information is not always available for all companies, so we have looked at the top 100 mining companies where reporting is more comprehensive.

We examined the following ESG metrics:

- Water use
- Bloomberg ESG score
- Community spend
- UN Global Compact signatories
- Corporate governance

A clear trend throughout this data is that boards which contain women contribute to better disclosure and transparency around the areas above and they also have a positive impact on a company's environmental and social governance.

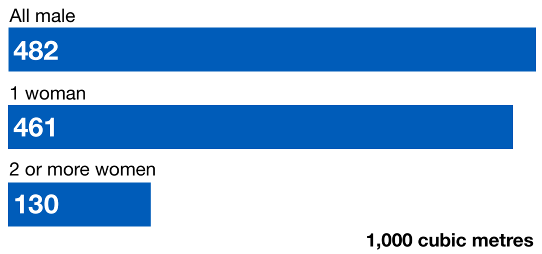
Women are on average 3.5 years younger than men on appointment.

The most common degree for female directors is economics/commerce. The most common degree for male directors is engineering

1. Water use

Water is a particularly important resource for mining companies as they use large quantities for processing activities and in many geographies where the mines are located it is a scarce resource and is shared with host communities. The difficulties of getting access to water at the mine sites whilst preventing disruption to local water supplies, is a key issue. The total water use of a company is likely to be affected by the size of company and scale of operations. For the mining companies we examined there was a lower amount of water usage for companies with more women on the boards. The average total water use decreases steadily with an increase of women on boards, from all male boards using an average of 483,000 cubic metres of water, where boards with 2 or more women use an average of 130,000 cubic metres of water.

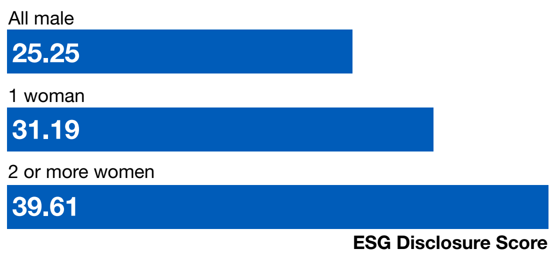
Average total water use of a company



2. Bloomberg ESG Score

The ESG disclosure score is a measure by Bloomberg which scores the level of disclosure of Environmental, Social and Governance issues by a company. There is a clear correlation between female representation on boards and increased disclosure and transparency.

ESG Disclosure Score



3. Community spend

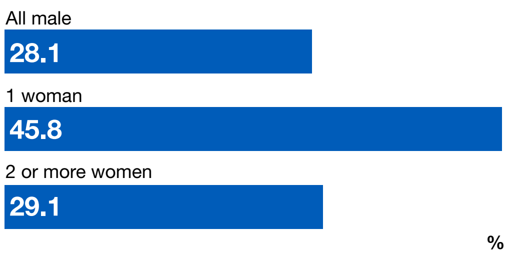
The analysis shows that the amount companies spend on community projects and initiatives increases with the number of women on the board. Companies with 2 or more women on their boards spend 5 times more on community projects than companies with all male boards. In the mining industry it is very clear that without a social license to operate, mining companies find it very difficult to achieve their goals. This could be because of local disruption to operations or because of reputational damage back in their home jurisdiction or more widely. Companies are really beginning to recognise the importance of working with local governments and communities for their mutual benefit.

Community spend as a percentage of profit before tax

4. UN Global compact signatory

The UN Global compact signatory is a group of companies that have agreed to 10 commandments outlined by the UN used to regulate their practices in the areas of human rights, labour, environment and anti-corruption. From our results it was found that having just 1 woman on your board means a company is around 17% more likely to be a signatory of the UN-GC compared to all male boards.

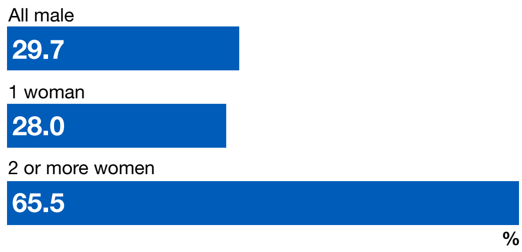
Average percentage of companies to be signatories of the UN Global Compact



5. Corporate Governance

With increasing numbers of women on the board, the likelihood of a company having a Corporate Social Responsibility or Sustainability committee increases. For the top 100 mining companies, there is an increase of over 30% between all male boards and boards with 2 or more women. There is a positive correlation between number of women on board and average percentage of companies with an Anti-Bribery Ethics policy. The likelihood of a company having an anti-bribery ethics policy is approximately 22% higher for boards with 2 or more women compared to all male boards.

Average percentage of boards with a Corporate Social Responsibility/Sustainability committee



10. Jurisdiction analysis

We do jurisdictional analysis for two reasons. First to see what the situation regarding women on boards is in different parts of the world, as it is often different due to a combination of culture, history, legislation and business practices. Secondly we do it to see where we are at compared to other jurisdictions , as every jurisdiction has different challenges and needs to consider where they are at relative to global best practice. This section is divided into 4 main areas of consideration:

1. The size of the listing jurisdiction
2. The relative importance of mining to the jurisdiction
3. The status of women on mining company boards
4. An in depth look at the factors affecting mining listings as well as the status of Women on boards debate

South Africa has the highest proportion of women on boards of the listing jurisdictions analysed, both in the top 100 and 500. Within the top 100, the Chinese exchanges had the lowest proportion of women; however, the figure is higher when all companies within the top 500 are included, it is then the second highest, with almost 8% of the total number of directors being female. On the other hand, Canada has the second highest proportion of female directors for those companies within the top 100, but when considering the top 500, it is in fact the smallest. This could largely be due to the fact that Canadian listed companies comprise 140 of the top 500, 126 of those 140 being in the 101-500 companies; a large number of smaller companies which tend to have both be at earlier stages of development, and have smaller board, both factors making them less likely to have women on their board.

The size of the jurisdiction, and the relative importance of mining to the jurisdiction.

	London		Australia	Toronto	
At 31 Dec 2012	Main Market	AIM	ASX	TSX	TSX V
Total no. of issuers	1,307	1,096	2056	1569	2258
Total market cap (bn)	6,097	96	1387	2156	40
No. of international issuers	304	225	97	183	156
No. of mining issuers	40	145	685	364	1309
Mining market cap (bn)	420	11	391	382	19
		Hong Kong	Johannesburg	New York	China
		Main Board	JSE	NYSE	Shanghai
Total no. of issuers	1367	400	2,339	954	1,540
Total market cap (bn)	2944	981	19,916	2,547	1,150
No. of international issuers	88	52	524	–	–
No. of mining issuers	68	50	52	34	16
Mining market cap (bn)	199	257	633	154	20

Sources: World Federation of Exchanges, stock exchanges, Dealogic, PwC, Bloomberg

Women on boards by listing jurisdiction

	Top 100		101-500	
Exchange	Number of companies	Percentage of directorships held by women	Number of companies	Percentage of directorships held by women
South Africa	7	18.8%	9	19.8%
Canada	14	13.7%	126	4.0%
Australia	6	12.5%	70	5.4%
US	13	11.3%	29	4.3%
London	10	10.1%	27	5.0%
Hong Kong	9	6.7%	23	7.7%
China	13	5.9%	37	8.7%

South Africa

Mining has been the main driving force behind the history and development of Africa's most advanced and richest economy. Large scale and profitable mining started with the discovery of a diamond on the banks of the Orange River in 1867. It is the world's largest producer of chrome, manganese, platinum, vanadium and vermiculite. It is the second largest producer of ilmenite, palladium, rutile and zirconium. It is also the world's third largest coal exporter, and 5th largest producer of gold. South Africa is also a huge producer of iron ore; in 2012, it overtook India to become the world's third biggest iron ore supplier to China, which is the world's largest consumer of iron ore.

Legislation has resulted in much larger numbers of women in executive management and on boards than the other exchanges. The executive pipeline is strong. The case study in Appendix 2 has much more extensive information on the history of gender legislation in south Africa and the effect it has had on performance of South African mining companies.

South Africa		
	2013	
top 100	number of companies	7
	% directorships held by women	18.8%
	% women executive management	23.8%
101-500	number of companies	9
	% directorships held by women	19.8%
	% women executive management	19.6%
top 500	number of companies	16
	% directorships held by women	19.3%
	% women executive management	21.4%
committees	% women	21.3%

Have this year's companies within top 100 improved since last year?

South Africa	2013	2012
% directorships held by women	18.8%	16.5%
% EDs held by women	9.1%	3.9%
% NEDs held by women	22.4%	22.0%
% women exec management	23.8%	20.0%

Canada

The mining industry contributes greatly to Canada's economic strength. The industry's $35.6 billion contribution to Canada's gross domestic product in 2011 included $8.5 billion in mineral extraction, and over $27 billion in mineral processing and manufacturing.

Internationally, Canada is one of the leading mining countries and one of the largest producers of minerals and metals. The industry accounted for 22.8% of the value of Canadian goods exports in 2011, selling a diversified array of minerals abroad. Exports of aluminium, copper, gold, iron and steel, iron ore, nickel, silver, uranium, zinc, diamonds, potash and coal ranged from $1.7 billion to $18.7 billion each.

Our report finds that Canada represents 14% of the top 500 miners by market capitalisation, but has the highest number of listed mining companies of any other country (140).

Canada sits at second from the top in the top 100, with 13.7% of board directorships held by women at the 14 companies within the top 100. Within the 101-500 though Canada has the most mining companies, and the lowest representation of women on boards at 4%.

Canada		
	2013	
top 100	number of companies	14
	% directorships held by women	13.7%
	% women executive management	14.8%
101-500	number of companies	126
	% directorships held by women	4.0%
	% women executive management	13.5%
top 500	number of companies	140
	% directorships held by women	5.4%
	% women executive management	13.7%
committees	% women	5.9%

Have this year's companies within top 100 improved since last year?

Canada	2013	2012
% directorships held by women	18.8%	9.6%
% EDs held by women	9.1%	0.0%
% NEDs held by women	22.4%	11.7%
% women exec management	23.8%	12.4%

Australia

The Metals and Mining sector is the largest industry sector on the ASX by number of companies, with over 761 companies involved in mineral exploration, development and production across over 110 countries. The sector comprises several of the world's largest diversified resource companies, including global giants such as BHP Billiton and Rio Tinto. Overall, the resources sector represents almost 20% of the ASX market by capitalisation, and almost one third of the companies listed.

Within the top 100 Australia has 6 companies, including BHP Billiton which is the largest company by market cap in our coverage. 12.5% putting it in 3rd place for number of women on boards. In the top 101-500 though, they have 70 companies, and those have 5.4% women on boards.

Australia		
	2013	
top 100	number of companies	6
	% directorships held by women	12.5%
	% women executive management	8.0%
101-500	number of companies	70
	% directorships held by women	5.4%
	% women executive management	8.8%
top 500	number of companies	76
	% directorships held by women	6.2%
	% women executive management	8.7%
committees	% women	6.3%

Have this year's companies within top 100 improved since last year?

Australia	2013	2012
% directorships held by women	12.5%	12.2%
% EDs held by women	0.0%	0.0%
% NEDs held by women	14.9%	15.4%
% women exec management	8.0%	2.5%

USA

Of the top 500 mining companies globally, 11% or 42 are listed in the USA. The United States produces a wide variety of commodities from gold to coal. It is the world's second largest producer of copper and gold, exports over US$26 billion worth of minerals and material produced from minerals each year and its mining industry employs over 3 million people directly and indirectly (Infomine). There are fewer women in the executive pipeline than at board level in the top 100 companies. Since there are no legislative or regulatory requirements for board composition in the U.S., it is noteworthy that the percentage of women on boards is near the global average for the industry. However, mining lags behind the general U.S. board composition reported by Catalyst (May 31, 2013) at 16.6% women. The career paths of those women selected to serve on boards appears to be largely from financial, environmental, human resources, or sustainability sectors, reflecting a need to mentor women in geosciences in a way that would broaden their career experiences and train them for the board room and perhaps provide more of women's industry specific expertise.

USA		
	2013	
top 100	number of companies	13
	% directorships held by women	11.3%
	% women executive management	9.9%
101-500	number of companies	29
	% directorships held by women	4.3%
	% women executive management	9.0%
top 500	number of companies	42
	% directorships held by women	6.9%
	% women executive management	9.4%
committees	% women	8.7%

Have this year's companies within top 100 improved since last year?

USA	2013	2012
% directorships held by women	11.29%	9.60%
% EDs held by women	0.0%	0.0%
% NEDs held by women	13.46%	11.01%
% women exec management	9.93%	9.17%

UK

London as a listing destination is arguably the largest and most influential centre for mining finance. It has the largest percentage of listed companies by market capitalisation of any other single jurisdiction at 15.54%, which represents USD 220 billion worth of mining companies. The number of top 100 company directorships held by women in the UK from last year has almost doubled to 10.1%.

In the 101-500 category there are 27 companies, and the average percentage of women on the board is 5% well below the 6.1% global average in the same category.

UK		
	2013	
top 100	number of companies	10
	% directorships held by women	10.1%
	% women executive management	10.3%
101-500	number of companies	27
	% directorships held by women	5.0%
	% women executive management	10.5%
top 500	number of companies	37
	% directorships held by women	6.5%
	% women executive management	10.5%
committees	% women	6.0%

Have this year's companies within top 100 improved since last year?

UK	2013	2012
% directorships held by women	10.1%	5.9%
% EDs held by women	4.2%	2.6%
% NEDs held by women	12.0%	7.9%
% women exec management	10.3%	9.8%

Hong Kong

Hong Kong became the go-to listing destination for resources companies in recent years, but a slide in commodity prices and China's economic slowdown mean the city faces challenges in attracting further listings by foreign companies.

Among the foreign companies that have listed in Hong Kong are United Co. Rusal PLC and Glencore Xstrata PLC.

Among the top 100 6.7% of directorships are female in the 9 top 100 companies, within the 101-500 category there are 23 companies with 7.7% of their directorships being female, which is a very divergent trend, as the majority of junior companies globally have less women represented in smaller companies than large.

Hong Kong		
	2013	
top 100	number of companies	9
	% directorships held by women	6.7%
	% women executive management	7.9%
101-500	number of companies	23
	% directorships held by women	7.7%
	% women executive management	18.0%
top 500	number of companies	32
	% directorships held by women	7.4%
	% women executive management	15.1%
committees	% women	6.0%

China

It has not been possible to collect detailed historical board data for this jurisdiction because Chinese listed companies are not subject to the same regulatory disclosure requirements as the majority of other exchanges we examined. That being said Chinese companies represent 8.6% of the top 500 mining companies, and or 10.5 billion dollars' worth of market capitalisation. In addition China is the top global consumer of mined products; therefore they are an incredibly important jurisdiction for the mining industry as a whole and are worth watching. Vis-à-vis women, China is a communist country, and women are theoretically given equal opportunity for education, jobs and advancement. During Mao's rule (1949–1976), Chinese women were needed for their manual labor for farming and for urban industrialisation. To compensate for their hard work, they were provided access to education and politics. In the first 30 years of Communist rule women's discrimination was decreasing, but they did not have jobs that had real decision-making power, the modern Chinese government has tried to change that. In the present day, there are more employed Chinese women. They receive the same amount of money for the same amount of work that they do. The Chinese government has made great efforts to achieve a high level of economic status for women. Since 1949, with the founding of the People' Republic, the rate for employed women has risen. Chinese women account for 44% of the work force.

That being said overall there are a similar amount of women in China working in the mining industry as compared to the rest of the world.

China		
	2013	
top 100	number of companies	13
	% directorships held by women	5.9%
	% women executive management	3.5%
101-500	number of companies	37
	% directorships held by women	8.7%
	% women executive management	12.1%
top 500	number of companies	50
	% directorships held by women	7.9%
	% women executive management	9.1%
committees	% women	N/A

As a final note on listing jurisdictions we have looked at the areas that have the largest number and proportion of mines listed after the top 7. They are unsurprisingly, Indonesia, Latin America, Russia, India and the Philippines. On average they have far fewer women on the board or in executive management than the top group. India and the Philippines seem to be in line, but it is relevant to note that a number of the women in senior positions seem to have a family affiliation to the main shareholders or original vendor of the mining properties.

Exchange	No. Companies in top 500	% directorships held by women	% females in EM
Indonesia	22	4.2	7.7
Latin America*	14	1.5	3.5
Russia	10	4.6	10.9
India	9	11.6	5.2
Philippines	9	8.0	18.6

* includes Brazil, Mexico,

A point of view from Dafna Tapiero

Leader of the International Finance Corporation's Global Strategic Community Investment Practice

There is no hiding that the mining industry is a male-dominated one, which has, in the past, overlooked women's engagement with mining and the environmental and social risks of which they felt the brunt. Despite recent awareness and national incentives to increase diversity on boards, women still remain largely absent within the mining sector, with only 5% of the top 500 mining companies' board seats occupied by women.[6] As such, women are an untapped resource, limiting the full potential for a company to develop more efficiently and sustainably. The International Labour Organisation (ILO) estimates that 48% of the global productive potential of the female population remains unutilised (compared to 22% for men).[7] The importance of this is increasingly gaining momentum within the emerging markets in which mining companies operate, and by not investing in women's employments, companies risk losing out on opportunities, therefore losing their competitive edge.[8]

Having gender diversity at all levels of the mining industry, enhances a company's relations with the local community and ensures a decrease in certain risks and impacts. By fully engaging women into this discourse, such risks and impacts – like increased exposure to HIV/AIDS from influx workforce – can be accounted for and addressed through better informed corporate responsibility strategies. Hence, we see a balance in discussions, innovation and improved decision-making processes. Companies, like Anglo American and Rio Tinto, have already identified those economic benefits and have extended these benefits to local communities, where they are seeing positive impacts on team performance, market growth, profits and shareholder returns.[9]

Women on boards have proven to increase companies' profit margins, high return on equity, and higher returns on investments and sales.[10] Research has also shown that inclusion of female directors has a direct and positive impact on a company's profits and risk management, and increases the company's market knowledge. Moreover, it has shown that diverse ethical and professional boards 'attract and retain investors, create much needed sustainable jobs, provide steady sources of income for local citizens, and contribute tax revenues to help address critical national development needs'.[11]

In addition, for each extra woman sitting on a board, the total number of a company's attempted takeover bids are reduced by 7.6%. At the IFC, we have also seen how women who hold senior-level positions act as role models, hence perpetuating cultural and behavioral change that promote female empowerment at all levels.[12]

Investing in women's employment is necessary to inciting growth in emerging and developing economies. Traditional views of gender disaggregated roles promote further barriers for women, and, therefore, needs to be challenged. Companies like Rio Tinto, Lonmin, and Anglo American, have prompted change by reaching out to women and their communities, providing skills development and training, improving career pathways to senior roles, setting numerical targets for change or making simple adaptations to the physical working environment to create more gender inclusive workplaces.

As stated before, gender diversity has proven to incite financial and social benefits for businesses, which is very much necessary for sustainable economic growth within the developing world. Improvements in labor standards, access to economic resources, and identification of new avenues for mutual benefits between the community and the business, are some examples of why it is important to promote gender diversity within these economies.[13] They become part of the solution for development issues such as poverty, whilst positively affecting corporate performance.

Women make up at least 50% of most rural communities, and although they often do not have control positions in the community, the day to day functioning of a community is reliant on their work, and their often more complete understanding of community dynamics. Women's economic participation and their ownership and control of productive assets speeds up development, helps overcome poverty, reduces inequalities and improves children's nutrition, health, and school attendance. Women typically invest a higher proportion of their earnings in their families and communities than men.

By hiring and investing in women, you are actually directly investing in the community, thereby helping its sustainable development. The main message is that gender equality absolutely matters for development outcomes and development policy-making.

Recent research, conducted by UBC's Sauder School of Business shows that the cost of a successful acquisition is reduced by 15.4 percent with each female director serving on a board.

Case Study:

The Lonmin – IFC ‘Women in Mining Programme’ and its contribution to a sustainable business

Background/context

At the IFC, it has become evident that the private sector benefits when women can exercise full participation throughout all areas of the organisational structure. Having a gender view to mining, in particular, allows for potential added value to investment projects. In fact, inclusion of women may also reveal and lessen potential risks that men may not identify. Employing women also perpetuates short and long-term economic and social well-being in developing countries, as it can help communities reduce poverty levels by increasing the vocations of a community and contributions towards households.[14] It also diminishes the vulnerability of communities, especially since women tend to suffer the most when environmental and social risks of mining occur – these include increased health risks and loss of traditional agricultural lands.[15]

The IFC’s move towards incorporating women’s work programmes within the mining sector can be attributed to three recent major global driving forces: gender-focused legislative reformation, the business case, and movements towards corporate social responsibility.

As government policies and regulations in countries of operations are mandating a certain percentage of female participation within businesses, we felt it was necessary to ensure that programmes to facilitate this were set in place. This is partially the reason for our partnership with Lonmin to create the Women in Mining Programme, as the South African Department of Mining set out a legislative requirement to integrate women to make up 10% of the workforce by 2010.

The business case for integrating women into the workforce for mining companies was driven by evidence showing an increase in mining operations’ productivity, efficiency, profitability and reliability as an effect of a diverse workforce.[16] However, equally important was a desire to create equal opportunity for women and demonstrate the positive impacts diversity has on the overall corporate bottom line.

How did we do it?

This is a systematic process whereby we conduct Employment Equity Audits and Diversity Management Reviews to assess gaps and issues hindering increased participation of women. These include, but are not limited to, the suitability of roles for women, cultural readiness to include women, physical infrastructure, employment barriers, effective communication strategies, and monitoring and evaluation strategy.[17]

To see significant cultural and behavioral changes – i.e. shifting mindsets – there will be tensions. However, through a clear communication strategy throughout the organisation, persistent efforts and repeated messages, these tensions slowly dissolve. The Lonmin-IFC WIM Programme developed a comprehensive communication strategy specifically targeting all women-related issues, including women’s rights and sexual harassment.[18]

The results

The areas that women contribute to are case-specific, but some generalisations can be made. We have seen women portray certain strengths, coming out on top in areas, such as safety and numeracy and literacy.[19] To elaborate, Lonmin’s candidate screening and selection showed that in a gender-neutral screening and selection process women did better in the basic numeracy and literacy tests with 63% of women passing and 37% of men passing. On the other hand, women’s failure rates for the body mass index and functional work capacity tests were more than double that of men. These have been determined through gender-neutral exams that determine the individual’s capabilities to efficiently execute and contribute to a specific job.

As the IFC-Lonmin partnership has highlighted, women are considered more safety conscious, and are considered to handle machinery better, hence impacting businesses positively. However, looking at women in mining through specific skill sets may not be the answer. Rather, what women bring to the mining industry is balance, and representative decision making covering gaps previously underdeveloped and unexplored.

Appendix 1: A list of the top 100 mining companies used in our research

BHP BILLITON LTD
RIO TINTO PLC
VALE SA-PF
GLENCORE XSTRATA
CHINA SHENHUA-H
POTASH CORP SAS
COAL INDIA LTD
FREEPORT-MCMORAN
ANGLO AMER PLC
QINGHAI SALT
GRUPO MEXICO-B
MOSAIC CO/THE
SOUTHERN COPPER
NORILSK NICKEL
GOLDCORP INC
URALKALI
BARRICK GOLD CRP
KUMBA IRON ORE L
NEWMONT MINING
AGRIUM INC
TECK RESOURCES-B
INDUSTRIAS PENOLES
ANTOFAGASTA PLC
FRESNILLO PLC
SOQUIMICH-B
FORTESCUE METALS
CHINA COAL ENE-H
POLYUS G-GDR
INNER MONG BAO-A
FIRST QUANTUM
ALCOA INC
CAMECO CORP
NEWCREST MINING
JIANGXI COPPER-H
ZIJIN MINING-H
HINDUSTAN ZINC
INNER MONGOLIA-B
ALROSA AO
KGHM
YAMANA GOLD INC
MINERA FRISCO
SUMITOMO MET MIN
NMDC LTD
SAUDI ARABIAN MI
K&S GROUP
CONSOL ENERGY
YANZHOU COAL-H
ALUMINUM CORP-H
VOESTALPINE AG
RANDGOLD RES LTD
SEVERSTAL
TURQUOISE HILL R
IMPALA PLATINUM
UNITED CO RUSAL
EXXARO RESOURCES
KINROSS GOLD
SHANDONG GOLD-MI
IMERYS SA
CHINA MOLYB
DENUM
FOSUN INTL
ARAB POTASH
AGNICO EAGLE MIN
ASSORE LTD
ANGLOGOLD ASHANT
ELDORADO GOLD
ZHONGJIN GOLD
SHANXI LU'AN -A JINDUICHENG -A
VEDANTA RESOURCE
PEABODY ENERGY
EURASIAN NATURAL
ILUKA RESOURCES
SHANXI XISHAN-A
SID NACIONAL
GOLD FIELDS LTD
BUENAVENTURA-COM
ALLIANCE HOLDING
BOLIDEN AB
CHINA MINMETAL-A
YANGQUAN COAL -A
AFRICAN RAINBOW
JIZHONG ENERGY-A
DMCI HLDGS INC
NEW GOLD INC
POLYMETAL INTERN
INDO TAMBANGRAYA
COMPASS MINERALS
CAP
TAMBANG BATUBARA
ALUMINA LTD
NEW HOPE CORP LT
JSW
ROYAL GOLD INC
ALLIANCE RESOURC
CLIFFS NATURAL R
YUNNAN CHIHONG-A
URANIUM ONE INC
LONMIN PLC
BAYAN RESOURCES
GUIZHOU PANJIA-A

Appendix 2: An in depth look at the status of women in mining in the major mining listing jurisdictions

South Africa

The King III report published in 2009 recommended that 'every board should consider whether its size, diversity and demographics make it effective. Diversity applies to academic qualifications, technical expertise, relevant industry knowledge, experience, nationality, age, race and sex.' In response to this report The Companies Act in South Africa was amended in 2009, making it mandatory for the companies to disclose how board diversity is considered and the percentage of female employees in workforce and senior management.

The case study is aimed at observing the impact of The Companies Act in South Africa that was updated in 2009 on gender diversity and consequently the organisational performance. We observed how various performance measurement parameters changed overtime for those South African listed mining companies that existed before the legislation came into effect (i.e. 2009) and have market capitalisation greater than or equal to $100 million. Our data set consists of 11 companies and 22 data points. The 11 companies are all listed on the JSX, but their operations although mainly South African, are global in scope.

Following observations were made:

- Of the 11 companies considered for analysis 2 did not have any women on their boards
- Sales revenue turnover ratio of the companies with all male boards on average increased by 19.58% while that of companies with at least one woman on board on average increased by 34.42% from 2009 to 2012
- Gearing ratio of the companies with all male board on average decreased by 36.08% while that of companies with at least one woman on board on average increased by 46.32% from 2009 to 2012
- Capital employed of the companies with all male board on average increased by 37.71% while that of companies with at least one woman on the board on average increased by 46.58% from 2009 to 2012
- Return on capital employed (ROCE) of the companies with all male boards on average decreased by 44.70% while that of companies with at least one woman on the board on average increased by 76.80% from 2009 to 2012
- Dividend yield of the companies with all male boards on average increased by 34.80% while that of companies with at least one woman on the boards on average increased by 52.92% from 2009 to 2012
- Net income of the companies with all male boards on average increased by 108.87% while that of companies with at least one woman on the board on average increased by 188.53% from 2009 to 2012
- Weighted average cost of capital (WACC) of the companies with all male boards on average decreased by 23.31% while that of companies with at least one woman on the board on average decreased by 28.64% from 2009 to 2012
- Net Income to profit ratio of the companies with all male boards on average decreased by 21.19% while that of companies with at least one woman on the board on average increased by 10.32% from 2009 to 2012
- Return on asset (ROA) of the companies with all male boards on average increased by 62.96% while that of companies with at least one woman on the board on average increased by 97.92% from 2009 to 2012
- Return on equity (ROE) of the companies with all male boards on average increased by 49.06% while that of companies with at least one woman on the board on average increased by 84.10% from 2009 to 2012
- Earnings per share (EPS) of the companies with all male boards on average increased by 87.64% while that of companies with at least one woman on board on average increased by 168.49% from 2009 to 2012

Companies with women on the board showed improvement in overall organisational performance and outperformed companies with all male boards with respect to several parameters such as EPS, ROE, ROA, dividend yield, ROCE, gearing ratio, net income and sales revenue turnover.

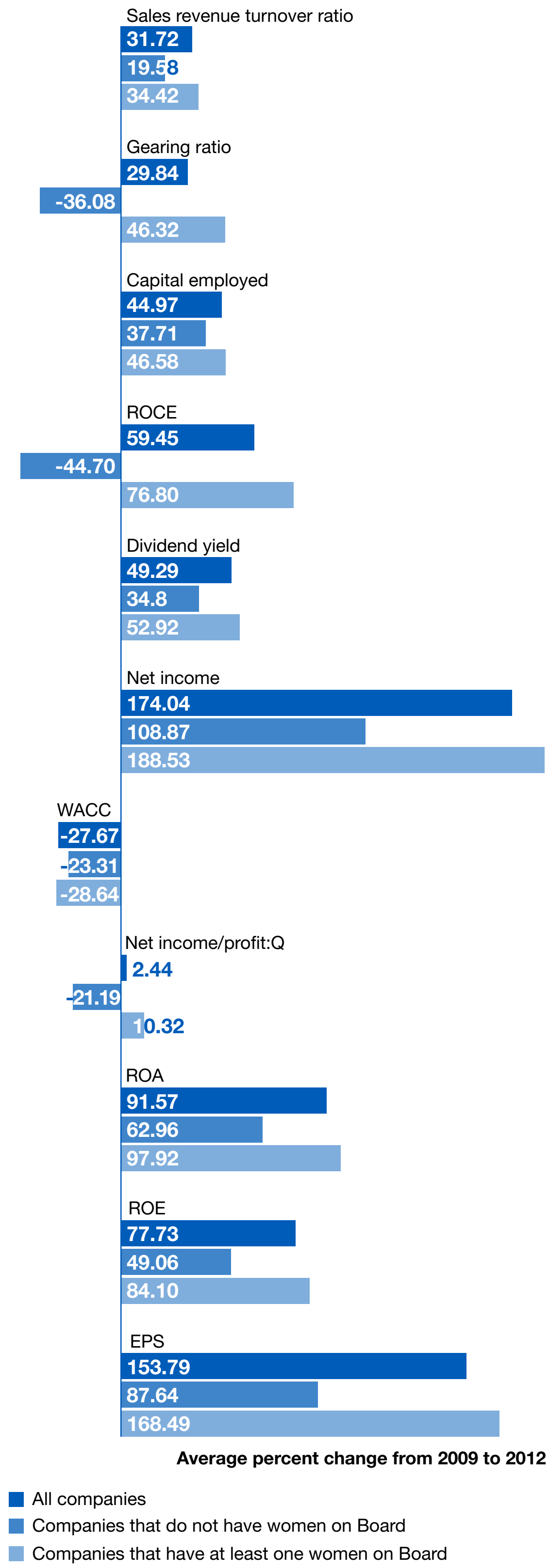
Relative to other countries South Africa is a leader when it comes to female representation at board level and in senior leadership roles. Whilst we are sure that all mining companies take heed of the Companies Act as a Framework in which they structure and operate their businesses, we believe that the complex regulatory environment in which we operate derives a greater focus for mining companies and has played an important role in driving the development and representation of women in the South African Mining Industry. One also needs to consider the role of our developing culture of anti-discrimination which is entrenching behaviour.

Chapter 2 of the Mineral and Petroleum Resources Development Act,2002 (MPRDA) states that one of the objectives of the Act is to 'substantially and meaningfully expand opportunities for historically disadvantaged persons, including women, to enter the mineral and petroleum industries and to benefit from the exploitation of the nation's mineral and petroleum resources.' Since its promulgation the MPRDA has been driving change. In response to This act supported the development of all South African women, however recent comments by government have led to concern that this legislation will not continue to support the development of all women. By way of example at the recent Mining Lekgotla (South African governmental meeting) Faith Bikani (MP, South African Parliament, Hon. (Acting Chairperson: Portfolio Committee on Mineral Resources, SA Parliament)) made a statement that going forward, management and executive positions should be reserved for non-white/HDSA women and white women should rather be recruited into the lower management, skilled positions. Whilst it was unclear in her presentation whether this is 'policy' or, broader thinking within government or whether it was her personal opinion.

The Mining Charter encourages companies to comply with their employment equity targets and ensure that Historically Disadvantaged South Africans (HDSA) are being trained and developed. Such processes make it possible to develop a pipe line of female talent that is critical to better representation in the future. Not only are employment equity targets applied in organisations but graduating classes in disciplines such as Geology and Mining Engineering are well balanced with at least 50% of the student population made up by women.

This takes us back to the debate whether regulatory requirements/targets actually aide or hinder growth and stabilisation (retention) of women in the mining sector. We believe that although legislation may have driven greater change in South Africa, our female leaders are doing an excellent job and that in the near future women will be hired because they are the best person for the job not because an organisation needs to achieve certain targets.

Financial performance comparison – South Africa



Canada

The mining industry contributes greatly to Canada's economic strength. The industry's $35.6 billion contribution to Canada's gross domestic product in 2011 included $8.5 billion in mineral extraction, and over $27 billion in mineral processing and manufacturing.

Internationally, Canada is one of the leading mining countries and one of the largest producers of minerals and metals. The industry accounted for 22.8% of the value of Canadian goods exports in 2011, selling a diversified array of minerals abroad. Exports of aluminium, copper, gold, iron and steel, iron ore, nickel, silver, uranium, zinc, diamonds, potash and coal ranged from $1.7 billion to $18.7 billion each.

Our report finds that Canada represents 14% of the top 500 miners by market capitalisation, but has the highest number of listed mining companies of any other country (140).

The predominance of Canada in the mining sector is due to Canada's historical focus on natural resources and the popularity of the Toronto Stock Exchange (the 'TSX') and its junior exchange, the TSX Venture Exchange (the 'TSX-V'), as public listing locations for domestic and international miners.

The issue of the representation of women on boards and in senior management has only recently gained prominence in Canada. This lag is reflected not only in the mining sector, but in the Canada public markets as a whole, as evidenced by the following statistics:

- In 2012/2013, several reports were released that found that only between 10-11% of directors of publicly traded companies were women and that there has been no statistically significant increase to their participation since 2009.
- In 2012, 43% of S&P/TSX Composite Index companies did not have a single woman on their boards.
- In 2012, women held 18.1% of the senior officer positions at top 500 companies in Canada and more than 35% of Canadian public companies had no female representation amongst their senior officers.

In the mining sector, women representation is even lower, with the findings that of the top 500 mining companies only 5.4% have women on the board, and their executive pipeline has consists of only 13.7%. It should be noted though that the Canadian companies in the top 100 have almost three times that number at 13.7%, the highest of any jurisdiction other than South Africa. These numbers indicate that large mining companies in Canada are much further down the road in terms of their understanding of the importance of the role women play on boards.

After a long period of silence, Canadian governments and industry are now actively moving to address this problem.

The Canadian federal government has recently announced an initiative to address gender diversity on Canadian boards. In April 2013, the then Minister of Status of Women and Minister of Public Works and Government Services Canada introduced an advisory council comprised of leaders from the private and public sectors to advance the participation of women on corporate boards. The advisory council is expected to make recommendations shortly. It is not expected that the government will adopt a quota system for Canadian incorporated companies but will instead try to act as a role model through increasing women representation on state corporation boards and encouraging the development of a voluntary code.

Similarly, the Ontario government's 2013 budget called for the provincial government to work with other parties, including the Ontario Securities Commission (the 'OSC'), one of the major securities regulators in Canada, to consider 'the best way for firms to disclose their approaches to gender diversity, with a view to increasing the participation of women on boards and in senior management.'

In response, the OSC embarked on a public consultation process which included publication of a proposal paper and the hosting of roundtable discussions attended by many key stakeholders, including listed entities, banks, and investor groups and pension funds. In addition, in November 2013 the OSC issued a survey to approximately 1,000 TSX-listed issuers regarding gender diversity. Of the 448 respondents (representing an approximately 45% response rate), 91% did not have a policy for the identification and nomination of women directors, 80% did not publicly disclose the proportion of women in executive officer positions, and 61% did not publicly disclose the proportion of women on their board. Further, 57% of respondents had no women directors, 28% had only one women director, and 3% had more than women director. 53% of respondents indicated that women hold less than 10% of their executive officer positions.

In January 2014, the OSC announced "comply or explain" disclosure proposals. If the proposals are adopted by the OSC, a TSX listed issuer (other than an investment fund) will be required to disclose:

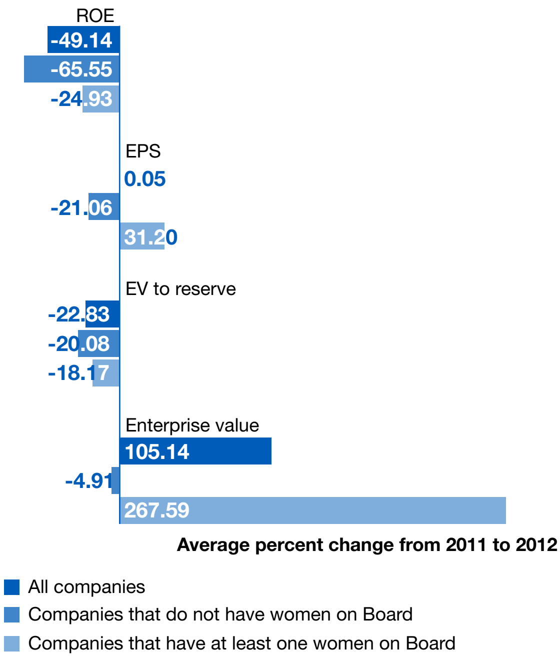
- Any policy for the identification and nomination of women directors. If an issuer has adopted such a policy, it would be required to provide: (i) a short summary of its objectives and key provisions; (ii) the measures taken to ensure that the policy has been implemented effectively; and (iii) annual and cumulative progress by an issuer on achieving the objectives of the policy; and (iv) whether, and if so how, the board or its nominating committee measures the effectiveness of the policy. If an issuer has not adopted such a policy, it would be required to explain why it has not done so.
- Whether it considers the level of representation of women in executive officer positions when making executive officer appointments. If an issuer does not consider this, it would be required to disclose the reasons for not doing so.
- The number and proportion (in percentage terms) of women acting on the board and as executive officers.
- Any targets regarding the number of women on its board or in executive officer positions. If an issuer has adopted such requirements, it would be required to disclose the annual and cumulative progress in achieving its targets. If an issuer has not adopted such requirements, it would have to disclose the reasons for not doing so.
- Any term limits for directors. If an issuer has not adopted term limits for its directors, it would be required to disclose why it has not.

Australia

The Metals and Mining sector is the largest industry sector on the ASX by number of companies, with over 761 companies involved in mineral exploration, development and production across over 110 countries. The sector comprises several of the world's largest diversified resource companies, including global giants such as BHP Billiton and Rio Tinto. Overall, the resources sector represents almost 20% of the ASX market by capitalisation, and almost one third of the companies listed.

Mining contributes about 5.6% of Australia's Gross Domestic Product. In contrast, mineral exports contribute around 35% of Australia's exports. Australia is the world's largest exporter of coal (35% of international trade), iron ore, lead, diamonds, rutile, zinc and zirconium, second largest of gold and uranium, and third largest of aluminium.

Financial performance comparison



Principle 3 of The ASX Corporate Governance principles and recommendations with 2010 amendment states that companies listed on ASX should actively promote ethical and responsible decision-making; recommendation 3.2 states that companies should establish measurable objectives for achieving gender diversity for the board; recommendation 3.3 states that companies should disclose in each annual report the measurable objectives for achieving gender diversity and progress towards achieving them; and recommendation 3.4 states that companies should disclose in each annual report the proportion of women employees in the whole organisation, women in senior executive positions and women on the board. The effects of legislation over diversity and subsequently on the organisational performance are gradual. Given that it has only been about two years since the corporate governance guidelines came into effect in Australia, companies with at least one woman on board significantly outperformed those with no women on board with respect to EPS and enterprise value. Additionally, companies with at least one woman on board were better off with respect to ROE and EV to reserves ratio compared to those with all male board.

Gender Diversity policy in ASX (Australia) is only a target and not mandatory. In Australia, the larger companies have drawn their female talent largely from outside the mining industry mainly from related sectors like oil and gas or from professional or academic disciplines or from women with experience on other large company boards. While the pipeline of board-ready females (at least as traditionally defined) from within the industry is perhaps small, the smaller companies seem to have been less willing to cast the net more widely. Perhaps this reflects constraints on board numbers and fees and a sense that where limited board seats are available, directly relevant experience is critical. There are certainly few women from a technical or operating background with the level of broader corporate experience normally expected at a board level. The executive pipeline of women within the Australian mining industry is still very thin, particularly within the technical disciplines.

Our case study is aimed at observing the impact of the aforementioned guidelines on gender diversity and consequently the organisational performance. We observed how various performance measurement parameters changed overtime for those Australian listed mining companies] that existed at before the legislation came into effect (i.e. 2011) and have market capitalisation greater than or equal to $100 million. Our data set consists of 52 companies and 104 data points.

The following observations were made:

- Of the 52 analysed companies 31 did not have any women on their board.
- Total percent of seats occupied by women on the board of the companies considered for this case study increased from 6.75% in 2011 to 7.04% in 2012.
- Return on Equity (ROE) of the companies with all male board on average decreased by 65.55% while that of companies with at least one woman on board on average decreased only by 24.93% from 2011 to 2012.
- Earnings per share (EPS) of the companies with all male board on average decreased by 21.06% while that of companies with at least one woman on board on average increased by 31.20% from 2011 to 2012.
- Enterprise Value to reserve ratio of the companies with all male board on average decreased by 28.08% while that of companies with at least one woman on board on average decreased only by 18.17% from 2011 to 2012.
- Enterprise Value of the companies with all male board on average decreased by 4.91% while that of companies with at least one woman on board on average increased by 267.59% from 2011 to 2012.

UK

London as a listing destination is arguably the largest and most influential centre for mining finance. It has the largest percentage of listed companies market capitalisation of any other single jurisdiction at 15.54%, which represents USD 220 billion worth of mining companies. The number of top 100 company directorships held by women in the UK from last year has almost doubled to 10.1%. Additionally 5 of the 6 companies on the FTSE 100 that don't have a woman on their board are mining companies

The Lord Davies Commission 3 years ago was tasked by the government to 'do something' about the lack of female representation on boards, as such the annually produced Lord Davies Report, as well as the Cranfield University FTSE review report on UK companies serves as a report card, and a constant reminder and push for change. As well The 30% club, which is a group of FTSE chairmen voluntarily committed to bringing more women onto UK corporate boards and other not for profit organisations plays a large role in lobbying for voluntary change.

Lord Davies public statements summarise well the situation in the UK:

The onus was firmly placed on business to bring about this necessary change, and I am pleased to say that evidence clearly shows that they have, and are, stepping up and responding.

They are making real efforts to find and appoint capable women to their boards. We are now moving to a place where it is unacceptable for the voice of women to be absent from the boardroom.

This has never been a hard sell. Companies see that having more women at their top table makes good business sense, especially if we are operating in a global market. We've come a long way over the last two years but we must not get complacent and take the foot off the gas.

This has always been a business-led approach with the support of government. If we are to fend off the prospect of quotas and regulation then business cannot rest on their laurels and think the job is done.

As of 1 March 2013 the figures show within the FTSE 100:

- Women now account for 17.3% of all directorships, up from 10.5% in 2010
- Women have accounted for 34% of all board appointments (45 out of 134 appointments)
- There are currently 94 boards with female representation
- There are now 192 women directors on FTSE 100 boards out of a total of 1,110.

Women on mining company boards in the UK are definitely at the bottom of the pack, but the rate of change if it continues at this pace, is capable of reaching the 25% target by, that Lord Davies is seeking to achieve in the UK by 2015.

On October 13th 2013, the push to ensure that women occupy 40% of non-executive board seats on public companies across Europe moved a step closer after two key European Parliament committees voted in favour of the move. The European Parliament's Legal Affairs committee and Women's Rights and Gender Equalities committees approved the quota, with 40 out of a combined 55 members voting in favour of the draft legislation. The UK Government has opposed the plans, corralling a bloc of eight other countries into sending a letter to commission president Jose Manuel Barroso in September 2012 criticising the move. The legislation will now pass to the Parliament in its next full session - after the European elections in May 2014 - before being voted on by the 28-strong Council of Ministers. Were the law to be passed, British companies would need to fall in line with the measures. Statistics published in the second week of October 2013 showed that among the FTSE 100, the UK's 100 largest companies by market capitalisation, some 23.8% of non-executive directors are women. Given that the 10% of women on boards in mining companies, and that 5/6 UK FTSE 100 companies with no female board members are mining companies, this legislation would completely change the landscape of women on mining boards for UK listed companies.

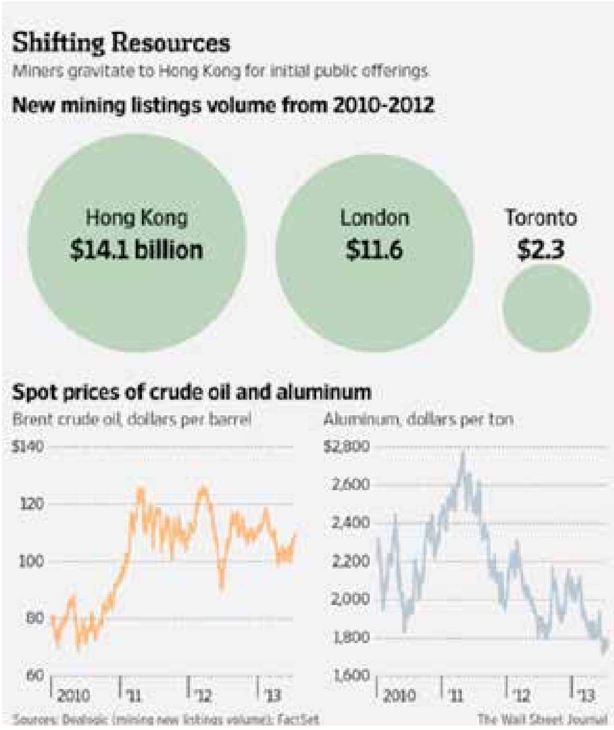
Hong Kong

Hong Kong became the go-to listing destination for resources companies in recent years, but a slide in commodity prices and China's economic slowdown mean the city faces challenges in attracting further listings by foreign companies.

Commodity prices started rising more than a decade ago, and the sector became the darling of investors. In a bid to attract non-Chinese miners, which have typically listed in London or Toronto, the Hong Kong stock exchange eased its listing requirements for the sector three years ago. Drawn by Hong Kong's proximity to China's booming economy, mining companies, including Chinese companies, raised US$14.1 billion from initial public offerings in the city from 2010 to 2012, according to data provider Dealogic, eclipsing London's US$11.6 billion and Toronto's US$2.3 billion.

Among the foreign companies that have listed in Hong Kong are United Co. Rusal PLC, Glencore Xstrata PLC.

The centre of gravity is shifting. A McKinsey study predicts that over the next 50 years the developing world will contribute more to global GDP growth than the developed world, something that hasn't happened for 200 years. And the centre of the developing world, for now at least, is in East Asia. Many companies choose Hong Kong not because of valuations (in fact Asian exchanges have been underperforming New York or European exchanges thus far) but rather because their long-term growth aspirations lie in doing more business in Asia. By increasing the proportion of investors who live in Asia, they more closely align their investor base with their strategy. Mining companies with truly global story are largely still listed in London whereas mining companies with strategies based heavily on Chinese growth have shown a great propensity towards listing in Hong Kong. The Hong Kong market is presently mirroring the rise of China as a global power.



Footnotes

1 Women in Mining (UK) and Pricewaterhouse Coopers, Mining for talent – A study of women on boards in the mining industry (2013) (January 2013), https://www.womeninmining.org.uk/mining-for-talent-a-study-of-women-on-boards-in-the-mining-industry.

2 For purposes of this report “mining company” refers to a company that receives at least 50% of its revenues from primary mining activities, as opposed to downstream processes, oil and gas, manufacturing, royalties or other activities.

3 We note that our analysis of Chinese listed mining companies is on a best efforts basis as reporting requirements of Chinese stock exchanges differ from those of other markets and the Chinese reporting requirements are generally more opaque.

4 UK Department of Business, Innovation and Skills, *Women on Boards (April 2013)*, (April 2013), https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/182602/bis-13-p135-women-on-boards-2013.pdf.

5 Credit Suisse Research Institute, *Gender Diversity and Corporate Performance (August 2012)*, https://www.credit-suisse.com/newsletter/doc/gender_diversity.pdf.

6 *See supra* note 1.

7 International Finance Corporation, *Investing in Women's Employment – Good for business, good for development* at 5 (International Finance Corporation October 2013).

8 *Id.*

9 *Id*. at 2-3.

10 *See supra* note 1.

11 International Finance Corporation, *Focus: Women on Boards: A Conversation with Male Directors* at 4 (International Finance Corporation 2011), http://www.ifc.org/wps/wcm/connect/b51198804b07d3b2acabad77fcc2938e/Focus9_Women_on_Boards.pdf?MOD=AJPERES.

12 *See supra* note 7 at 4. Contributions can be seen in both long- and short-term benefits. On the one hand, long term benefits, such as reputational gains and attraction of diverse talents, can attract investment, whilst promoting higher levels of innovation. On the other, short-term value can be seen in reduced staff turnover and absenteeism rates.

13 International Finance Corporation, *Sustainable Business Advisory Services – Gender Secretariat, Sustainable Business* (International Finance Corporation Gender Secretariat), http://www.ifc.org/wps/wcm/connect/Topics_Ext_Content/IFC_External_Corporate_Site/IFC+Sustainability/Sustainable+Business+Advisory+Services/Women+in+Business/Sustainable+Business/.

14 Lonmin Plc. and International Finance Corporation, *Women in Mining – A guide to integrating women into the workforce*, Draft V 1.0 at 6 (Lonmin Plc. and International Finance Corporation 2009), http://www.esmap.org/sites/esmap.org/files/Women%20in%20Mining_A%20Guide%20to%20Integrating%20Women%20into%20the%20Workforce_Draft_0.pdf.

15 Lonmin Plc. and International Finance Corporation, *The Lonmin-IFC Women in Mining Program – Case Study* at 3, (Lonmin Plc. and International Finance Corporation), http://commdev.org/files/2583_file_IFC_Case_study_CS4_7.pdf.

16 See supra note 14.

17 See supra note 15 at 4

18 See supra note 14 at 6.

19 See supra note 14 at 9.

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Biographies

Dafna Tapiero

Dafna Tapiero leads the International Finance Corporation's (IFC) global Strategic Community Investment Practice, applying business approaches, developing financial models and strengthening environmental and social management systems in order to simultaneously increase benefits to communities and mitigate local level risks to clients.

Under her leadership the IFC partnered with Rio Tinto and the, Multilateral Investment Guarantee Agency (MIGA) to financially quantify the return to companies of investing in communities. This process and model has been hailed as a revolutionary tool that helps companies make strategic decisions about what to fund, why, when and for whom and how much it should cost creating the business case for 'soft' social, environmental and governance initiatives.

Previously Tapiero founded the IFC's Oil, Gas and Mining Sustainable Community Development Fund and the World Banks' Financial Sector Reform and Strengthening Initiative.

Lord Davies

Lord Davies of Abersoch is a former banker and was a UK government minister until May 2010. His role as Minister of State for Trade, Investment and Small Business involved oversight of UK Trade and Investment.

In 2010, the UK government commissioned Lord Davies to find out what was preventing women becoming board members and to develop a strategy to increase the number of women on the boards of listed companies. In September 2010, Lord Davies began a consultation that included senior business figures, women business leaders, entrepreneurs, executive search firms (headhunters), investors, women's networks and women who are just below senior board level. His report 'Women on boards' was published in February 2011 and set out 10 recommendations to increase the number of women on boards.

Two years on from the ground-breaking review in 2011, Lord Davies and his review panel have issued two annual update reports updating which report a growing number of women in decision-making roles. There continues to be good progress made with greater female representation in the boardroom of the UK's top companies and a growing recognition of the benefits gained by business, the economy and wider society.

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