

Women in Mining

A GUIDE TO INTEGRATING WOMEN
INTO THE WORKFORCE

Draft V 1.0



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Foreword

Lonmin internal transformation aims to create an enabling environment for women to not only pursue careers at the mine, but also thrive in the mining profession. In the last two years, the Lonmin-IFC Women in Mining project has put in place processes geared towards cultural transformation at Lonmin. We can notice a slow shift in the culture of the organization due to the introduction of new policies and procedures addressing women requirements in the workplace.

However, one needs to admit that the market itself requires transformation. Research on recruitment trends shows that, the South African academia doesn't have enough women engineers, geologists, surveyors, electrical engineers required by the mining sector. For this reason, there is an urgent need for prior investment particularly in education in order to nurture interest in mining careers among young females at both primary and high schools levels.

For the last five years, the trend in South Africa has been such that there are fewer women graduating from Universities in fields such as surveying, electrical and mining engineering. In addition, as soon as they graduate, women are quickly absorbed into the market by the highest paying employer. While mining is prepared to pay a high premium for few women graduates, the mining brand and the images thereof still remain dominated by strong masculinity. This is because mining is perceived to be a brutal profession meant for tough men. Given the prevailing perceptions and numbers of female graduates there is a slim chance that women will arrive at mining gates.

To mitigate these factors, the mines need to continue cultural transformations at the workplace as well make mining profession attractive to women. Moreover, mines should invest at universities, target female students, and ensure that a bigger pool of women graduates is created over time.

Barnard Mokwena

Executive Vice President, Human Capital and External Affairs
Lonmin



ABBREVIATIONS

AIDS - Acquired Immunodeficiency Syndrome

CEO - Chief Executive Officer

HIV - Human Immunodeficiency Virus

IFC - International Finance Corporation

KPI - Key Performance Areas

TOR - Terms of Reference

WIM - Women in Mining

Table of Contents

Introduction	5	APPENDICES	42
Mapping WIM Process to Organizational Departments	9	Appendix A: Sample Agenda of a Stakeholder Workshop	43
PROGRAM LEADERSHIP	11	Appendix B: Scope of Work of an Employment Equity Audit	44
Prepare	12	Appendix C: Template of Program Design/ Work Plan	46
<i>Step 1: Secure Management Commitment and Set Incentives</i>	12	Appendix D: TOR of the Program Coordinator	47
<i>Step 2: Audit Current Status and Climate</i>	14	Appendix E: Sample Appointment Ratio Tool	48
<i>Step 3: Develop Overall Plan and Management Structure</i>	15	Appendix F: Sample Women in Mining Dashboard	49
<i>Step 4: Monitor and Continuously Improve Program</i>	16	Appendix G: Sample TOR for a Household Wellness Survey	51
ENGINEERING	20	Appendix H: Sample TOR for a Salary Disparity Study	54
Prepare	21	Appendix I: Sample TOR to Incorporate Gender in a Health Risk Assessment	63
<i>Step 1: Prepare Physical Environment for Women</i>	21	Appendix J: Sample Physical Requirement for Select Jobs	65
MEDICAL	23	Appendix K: Sample List of Appropriate Jobs for Women	66
Prepare	24	Appendix L: Sample TOR to Develop Sexual Harassment Training	67
<i>Step 1: Conduct Health Risk Assessments for Women in all Jobs</i>	24	Appendix M: Sample Situation Analysis and Forecast for Pregnant Women	69
<i>Step 2: Categorize all Jobs by Physical Requirements</i>	25	Appendix N: Example of a Newsletter	70
Recruit	25	Appendix O: Sample TOR to Develop a Sexual Harassment Video	71
<i>Step 3: Conduct Gender-neutral Strength and Health Assessments</i>	25		
HUMAN RESOURCES	27		
Prepare	28		
<i>Step 1: Develop Women in Mining Policies</i>	28		
<i>Step 2: Develop a Recruitment Action Plan</i>	30		
Recruit	31		
<i>Step 3: Recruit Women</i>	31		
Retain	32		
<i>Step 4: Provide Career Development Support</i>	32		
<i>Step 5: Provide Lifestyle Support</i>	32		
<i>Step 6: Develop an Alternative Placement System for Pregnant and Breastfeeding Women</i>	33		
TRAINING, CULTURE CHANGE & COMMUNICATIONS	37		
Prepare	38		
<i>Step 1: Prepare Workforce through Sensitization Training</i>	38		
Recruit	39		
<i>Step 2: Conduct Induction on Sexual Harassment and Maternity Policies</i>	39		
Retain	39		
<i>Step 3: Provide Sexual Harassment Training and Preparedness</i>	39		
<i>Step 4: Ongoing Communications and Training Events to Support Women</i>	40		
Conclusion	41		

Introduction

Globally oil, gas and mining are important for the economies of more than 50 developing countries, with millions of people earning their livelihood in these industries. Despite all of this potential wealth, it is estimated that up to 1.5 billion people in these countries live on less than \$2 per day¹. Twelve of the most mineral-dependent nations and six of the world's most oil-dependent states are classified as highly indebted poor countries, with some of the lowest rankings on the Human Development Index, prepared by the United Nations Development Programme.

Women, in particular, often miss out on the potential benefits of the extractive industries and bear an unequal share of its burdens. Employment and income are largely captured by men, with formal unemployment rates for women in mining communities as high as 90 percent². Simultaneously, the environmental and social risks of mining tend to fall upon women through the loss of productive agricultural land, marginalization and an increase in health risks, including HIV/AIDS³.

This manual provides a conceptual framework and a step-by-step guide to integrating women into the mining sector, as well as into other extractive and heavy industries. Successful integration of women ensures greater benefits for local communities and creates a more just and equitable society. The integration of women into these historically male-dominated industries is not easy, but when it is done well, it can have a transformative effect.

Context

In July 2007, the International Finance Corporation (IFC), a member of the World Bank Group, entered into a three-year partnership with Lonmin, the world's third largest primary platinum producer, based in South Africa. The goal of the partnership is to promote the sustainable development of Lonmin's workforce and the communities that surround its mining operations. Considering that Lonmin has a legislative requirement, set by the South African Department of Mining, to integrate women into its workforce so that they make up 10 percent by 2010, a key focus of the partnership



Sylvia Njoboni, Loco Operator at K3

¹ Extractive Industries Review [http://irispublic.worldbank.org/85257559006C22E9/All+Documents/85257559006C22E985256FF6006843AB/\\$File/volume1english.pdf](http://irispublic.worldbank.org/85257559006C22E9/All+Documents/85257559006C22E985256FF6006843AB/$File/volume1english.pdf)

² Integrating Gender Issues into Mining Sector Operations, Guidance Note by IFC GEM program. February 2008

³ Ibid 1

is to develop a Women in Mining (WIM) program⁴. The Lonmin-IFC Women in Mining Program seeks to promote the employment and retention of women in Lonmin's workforce.

The development of this manual was motivated by the lack of similar documents available to guide the program team during implementation. In the course of implementing the Lonmin-IFC partnership program, the team worked with a wide range of experts in the field, both in South Africa and globally. This manual is an attempt to pull together some of the lessons learned and provide a conceptual framework and guidance for others embarking on similar transformation. This manual is not meant to be an authoritative guide, but rather to provide ideas and guidance to all relevant organizational departments for tackling this challenge in a step-by-step manner.

Wherever relevant, tools that were used by the Lonmin-IFC team are provided in the appendices. While the tools are not perfect, they have been provided as a reference to give concrete examples of the concepts discussed in the main text.

The target audiences for this manual are practitioners in the mining sector, development organizations and governments that are planning to integrate women into the mining workforce. This manual is written with an emphasis on women in mining, but can be applied to other extractive sectors and other heavy industries. For simplicity, this manual is specific to the mining sector, but readers are urged to make the ties to other industries.

Rationale

Over the past 10 years, more mining companies have started incorporating women into their workforce. Some of the driving forces for this have been:

- **Legislative:** This is the case when government regulations mandate a certain percentage of women participation.
- **Business case:** There is growing evidence that integrating women into the workforce leads to an increase in productivity, efficiency, profitability and reliability for mining companies.
- **Corporate social responsibility:** Employing women can lead to communities becoming more prosperous and help break cycles of poverty by contributing more towards household welfare and increasing the level of skills in the community.

The Manual

The manual is structured around the functions that relevant departments in a mine need to perform in order to successfully incorporate women. The functions under each department are further organized by three implementation phases: Prepare, Recruit and Retain.

⁴ The Lonmin-IFC Women in Mining program seeks to promote the employment and retention of women in Lonmin's workforce.



*IFC Underground Visit
(Ken Kimathi, IFC Program
Analyst, with a K3 woman
underground General Workers)*

Departments

The key departments necessary for the successful implementation of a WIM program are:

- *Program leadership*: The program leadership would include the Program Coordinator once he/she has been identified, along with the program champions identified in the company and the steering committee. The program leadership plays a key role in designing the program and facilitating its implementation.
- *Operations (core mining)*: The mining industry has three main areas of operation: core mining, processing and administration. The bulk of mining jobs are concentrated in core mining and in other technical areas, so while the program leadership plays a key role in setting the framework for the program, it is the role of the Operations Department to make the program a reality. The Operations Department can be considered the “engine” of a mining operation.
- *Engineering*: The Engineering Department is responsible for ensuring that all the technical and physical requirements necessary for a well-functioning mine, including equipment and building requirements, are met. In the context of a WIM program, the role of the Engineering Department would be to make sure that the physical environment at the mine is conducive to meeting the needs of women.
- *Medical*: The medical team at a mine ensures that all new and returning workers, including women, meet global health and physical gender-neutral standards required for their particular mining jobs.

The team also takes care of medical emergencies and other medical requirements of the workforce.

- *Human Resources*: Human Resources’ function is to focus on the recruitment, management and career development of the workers in the mine. This team plays a crucial role in a WIM program: its responsibility is to scout for and recruit the women required by the mining operations.
- *Training, Culture Change and Communications*: The training, culture change and communications teams play the very important role of psychologically preparing the members of an organization for the introduction of women into the workforce, using various training methodologies and communication strategies.

Implementation Phases

The program leadership, along with all the departments just discussed, can implement the WIM program in three phases: Prepare, Recruit and Retain.

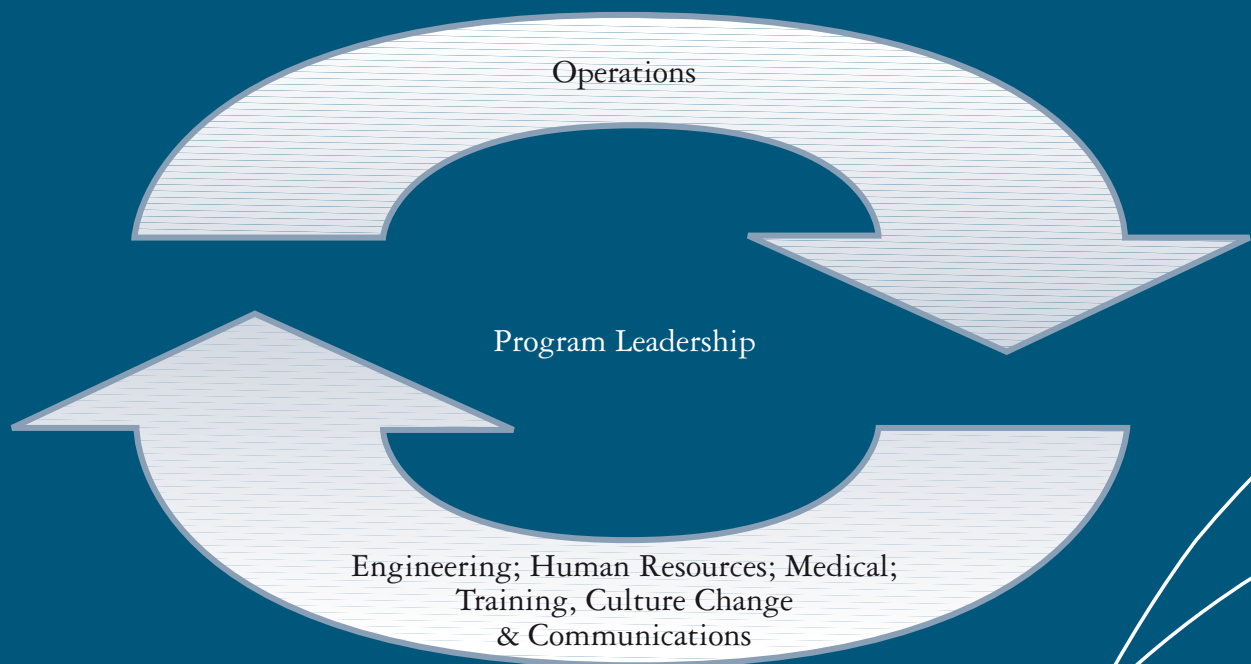
- *Preparing* is the most crucial phase of the program. It lays the foundation for the rest of the program by: securing management commitment; establishing policies; management and monitoring structures; preparing the company for a culture change; analyzing barriers to women recruitment; and creating an appropriate social and physical environment for women.
- *Recruiting* involves setting recruitment targets for women, screening and selection of women candidates and induction training for women.

- **Retaining** involves developing key initiatives for increasing retention levels of female employees, such as: options for alternative placements of pregnant and breastfeeding women removed from underground or hazardous areas; creating a environment that is conducive to meeting needs of women by providing change houses, sanitary facilities and lifestyle support facilities like day care and counseling; and a good feedback and dialogue mechanism.

The chart on the following page maps out the areas that each organizational department should be responsible for in order to prepare for, recruit and retain women.

Program Organizational Structure

Given that the Operations Department has first-hand contact with all workers and therefore with potential women recruits, its responsibility is to prepare for, recruit and retain women with support from and in coordination with the program leadership and other departments. In that sense, there is a constant feedback loop between the Operations Department and other departments, with the program leadership simply playing the role of a facilitator, as illustrated in the diagram:



Mapping the WIM Process to Organizational Departments

Process/ Department	Program Leadership	Engineering	Medical	Human Resources	Training, Culture Change &
Prepare	Step 1: Secure management commitment and set incentives Step 2: Audit current status and climate Step 3: Develop overall plan and management structure	Step 1: Prepare the physical environment	Step 1: Conduct health risk assessments for women on all jobs Step 2: Categorize all jobs by physical requirements	Step 1: Develop Women in Mining policies Step 2: Develop a recruitment action plan for women	Step 1: Prepare workforce through sensitization training
Recruit	Step 4: Monitor and continuously improve program		Step 3: Conduct gender-neutral strength and health assessments	Step 3: Recruit women	Step 2: Conduct induction on sexual harassment and maternity policies
Retain				Step 4: Provide career development support Step 5: Provide lifestyle support Step 6: Develop an alternative placement system for pregnant and breastfeeding women	Step 3: Provide sexual harassment training and preparedness Step 4: Provide ongoing communications and training events to support women



PROGRAM LEADERSHIP

Process/Department	Program Leadership
Prepare	Step 1: Secure management commitment and set incentives
Recruit	Step 2: Audit current status and climate Step 3: Develop overall plan and management structure
Retain	Step 4: Monitor and continuously improve program

PREPARE

Key partners: Human Resources, senior management team

Step 1: Secure Management Commitment and Set Incentives

Securing management commitment to Women in Mining is the crucial step. The following outlines the process for securing commitment.

A. Identify Drivers

The first and foremost step before initiating Women in Mining program is to identify the drivers of the program. It is important to ask: Why do we want to do this program? Some of the common drivers are:

- **Legislative:** The government of the country of operation mandates a certain percentage of women participation in the company. For example, the Department of Mining in South Africa requires all mining companies have at least 10 percent representation of women in their operations.
- **Corporate social responsibility:** The company leaders want the company to be a responsible corporate citizen in the communities it works in by including more women in its workforce.
- **Business case:** The company leaders see the potential for women to be better and more reliable workers; increasing their numbers would positively affect the bottom-line. For example, studies have shown that women take better care of equipment, hence increasing the life span of the equipment and saving costs for companies.

Based on which drivers are important, company leaders should decide on the type and extent of its commitment.

Next, for any program, particularly one that attempts to bring about a culture change like incorporating women into a traditionally male-dominated industry, to be successful, it is essential to have unwavering management commitment, followed by stakeholder buy-in at all levels.

B. Secure Management Commitment

Management commitment should be visible at all levels of the company. However, given that mining companies tend to have vertical management structures, it is essential for the Chief Executive Officer to fully buy into the program because only then will the commitment to make the program a reality permeate to senior, middle and lower management.

Moreover, it is not enough to have management commitment to incorporate women only in principle. The commitment needs to be backed up with support for measuring results, having clear deliverables and stated consequences in the event of a failure to achieve the results.

Further, absence of a steady and stable management structure can have dire consequences for the progress of unconventional programs, such as Women in Mining.

C. Get Stakeholder Buy-in

As incorporating women into the workforce is a theme that is cross-cutting across company functions and departments, the program requires buy-in from a variety of stakeholders for it to be a success. Hence, before beginning with the design and implementation of the program, it would be a good idea to bring all the relevant stakeholders together to have a constructive discussion on the motivation behind the program, its goals and plans for implementation. Stakeholders include representatives from:

- Human Resources;
- Core operations (mining and processing);
- Recruitment;
- Communications;
- Organizational development;
- Community development;
- Training;
- Local community;
- Women workers; and
- Unions and/or organized labor.

Workshop

Buy-in can be achieved by conducting a one-day workshop (see Appendix A for a sample agenda of a stakeholder workshop), where everyone is allowed to contribute their points of view regarding the program. This process, although time consuming and sometimes frustrating, is essential to create a sense of ownership by each stakeholder, which eventually results in the efficient implementation of the program. After the workshop is completed, the conclusions arising from it should be communicated across the organization so that all staff is aware of the upcoming program, its goals and implementation strategy.

D. Create Incentives

Ultimately, it is important to remember that organizations, departments and people work on economic principles, and if they do not have an incentive to perform a certain task, they will not do it. Department and staff incentives should be aligned to the achievement of women targets. In the absence of such incentives, the temptation to avoid a difficult task, such as integrating women, is high. Hence it is important to incorporate appointment of women into the:

- Balanced scorecards of all the stakeholder departments; and
- Key performance indicators of the Program Coordinator, hiring managers and other relevant staff.



Magdonia Masuku, Loco Operator at K3

Step 2: Audit Current Status and Climate

Before designing and implementing a Women in Mining program, it is important to carry out an audit or gap analysis of the current state of women's participation in the company.

The following areas should be covered by such an audit (see Appendix B for scope of work of an employment equity audit):

- **Degree of female representation:** What is the gender-disaggregated statistics for historical employment, appointment ratio and turnover ratio?
- **Employment barriers:** What are the employment barriers (recruitment, sexual harassment, professional development, physical demands, etc.) adversely affecting women's participation in the company?
- **Job suitability:** What jobs are most suitable for women?
- **Policies, procedures, practices and processes:** Are the right policies, procedures, practices and processes in place to recruit, develop and retain women employment?
- **Physical infrastructure:** Are the right facilities (such as change houses and underground toilets) and services in place for women?
- **Governance and management:** What governance and management structures are in place to promote women employment?
- **Social infrastructure:** Are there mechanisms in place to provide women with social support?
- **Communications:** Is there a communication strategy in place to promote and disseminate women-related issues?

The findings from this audit would inform the broad structure of the Women in Mining program that fits the environment of the company in question. The following three issues should also be kept in mind while conducting such an audit:

1. Wherever possible, **benchmarking** should be done with international and national companies in the same sector.
2. A decision should be made up front between doing: (a) a **summary audit** that simply involves an initial scoping of existing gaps; or (b) an **in-depth audit** that would go into the specifics of the identified gaps and discusses what needs to be done. The most efficient use of resources would involve first conducting a summary audit, followed by detailed audits of specific components.
3. Such audits could be part of a **broader employment equity audit** that incorporates people with disabilities and historically disadvantaged communities, in addition to women.



Women Change House
- Hossy Shaft

Step 3: Develop Overall Plan and Management Structure

A. Develop Program Design

Using the findings and recommendations from the audit, an overall program design should be prepared. The program design would describe all the main components of the program. This should be accompanied by a detailed work plan that includes specifics under each component, the department and person responsible for implementing the components and the corresponding completion date. (See Appendix C for template of program design/work plan.)

B. Implement Management and Feedback Structures

An important part of preparing for a Woman in Mining program is to have the appropriate management structures and committees in place, as further discussed here:

At the strategic level

- a) A *multi-department group* (on the lines of a steering committee) should be formed to lead and provide direction to the program staff, consisting of the following departments:
 - Human Resources;
 - Core Operations (technical operations);
 - Recruitment;
 - Communications;
 - Organizational Development;
 - Community Development; and
 - Training.
- b) In addition to this, a *representative group of women* from across the organization should be formed that would discuss women-related issues and give feedback to the multi-department group on the decisions that are made. This group should be composed of women from across the ranks and the numbers should be weighted according to rank and file.

- c) It is also important to *appoint champions* at various management levels in the organization, whose job would be to endorse the program, motivate others to participate, and assist in monitoring and marketing the program internally.

At the implementation level

- a) *Program Coordinator*: Integrating women is a challenging, broad-based issue that requires a change not only in mindset and policies, but also in physical infrastructure, such as facilities and change rooms, and in social infrastructure, such as health support and childcare. Success in doing this requires coordination across departments and so it is essential to appoint one person as Program Coordinator. (See Appendix D for TOR of the Program Coordinator).

Furthermore, if the company is serious about implementing the Women in Mining program, then it is important to appoint a woman coordinator to send out the right signals.

The Program Coordinator should ideally be housed in the department responsible for setting recruitment targets, i.e. Operations or Human Resources, and be given set deliverables within a timeframe to ensure that program objectives are achieved.

- b) *Enroll other department*: For efficient running of the program, the agreement of all the relevant departments (Operations, Engineering, Medical, Human Resources and Training, Culture Change and Communication) should be brought into setting the goals and design of the program.

C. Define Clear Reporting Lines

Clear reporting lines need to be defined between the Program Coordinator, designated staff and the multi-department group. In addition, clear reporting and monitoring mechanisms need to be put in place in each department to ensure that it is performing its task to make the program a reality. For example, each department can commit to achieving certain indicators, and meet on a weekly or monthly basis to track these indicators.

D. Develop Feedback Structures

In order to retain women employees, it is essential they feel that their voices are being heard. This is especially important because this is a new learning experience for both the company and the women, and a lot of improvements can be made through constructive dialogue. There are various options for developing a mechanism, including:

- **Women's union:** An active women's union can play a big role in taking women's voices to management. This needs to be an organized structure⁵ and should meet on a regular basis.
- **Women's representative group:** This was discussed earlier in the manual as another feedback avenue.
- **Grievance officers:** These officers, appointed by the company, can be contact points for women in instances of sexual harassment.
- **Peer educators:** Selected and trained by the company, they can play an important role in such aspects as providing information to women about relevant policies and dealing with sexual harassment issues.

Step 4: Monitor and Continuously Improve Program

Given that the implementation of a Women in Mining program takes place across departments, it would be very difficult to ensure that program targets are achieved in the absence of a good monitoring and evaluation system. Two key tools that can be very useful in monitoring women recruitment targets are:

- a) **Appointment Ratio Tool:** This tool enables individual managers to set targets for women recruitment for their department and to monitor them. The targets will be different from manager to manager and according to their areas of operation. (See Appendix E for sample Appointment Ratio Tool.)
- b) **Women in Mining Dashboard:** The dashboard provides a snapshot of women recruitment targets and such aspects as corresponding actual figures, women versus men turnover ratios and total headcounts. It is compiled using relevant data from across departments of the company using System Applications and Products in Data Processing and the Appointment Ratio Tool. (See Appendix F for sample Women in Mining Dashboard.)

⁵ Consisting of a Chairperson, Deputy Chairperson, Secretary, Treasurer and Advisor



*Group of Women Trainees
- Saffy Shaft*

Indicators

In addition, other indicators might be of interest for monitoring and improvement. The following diagram

gives an overview of what kind of indicators may be tracked.

Division	Program Leadership	Engineering	Medical	Human Resources	Training/ Culture Change/ Communications
Outputs		# of change houses built # of underground toilets installed # of appropriate safety equipment issues	# of jobs assessed for women	# of policies updated # of women placed in alternative job systems # of women assisted with childcare	# of hours of training provided # of participants in trainings and workshops # of people reached through communications efforts
Outcomes	• # of women employed by the company • % women employed by the company • Female vs. male attrition rates				
Impacts	• Compliance with government legislation • Increase in income of women, thereby impacting community wellbeing • Improved safety record due to hiring of women • Improved machinery care record due to hiring of women				

The use of the Appointment Ratio Tool and the Women in Mining Dashboard should be monitored on a monthly basis; the other indicators can be measured on a quarterly basis. The monitoring is done by the Program Coordinator and managers in operations, as well as by the program leadership. Monthly monitoring by the program leadership is most important to facilitate changes.

D. Develop the Business Case

In addition to using the tools and indicators just discussed, a number of other metrics can be monitored to bolster the business case for introducing more women into mining. These indicators include:

- *Household wellness survey* to prove the hypothesis that hiring women has a greater welfare impact on the household than hiring men. Moreover, women have been shown to spend household income differently from men. When women control household income, indicators including, child health and wellness have been shown to increase more than when men have control of this income. (See Appendix G for a sample TOR for a Household Wellness Survey)

- *Salary disparity survey* to analyze and compare salary differentials and their causes across various work profiles, as well as within them, controlling for race, gender, time with the company and position. (See Appendix H for sample TOR for a salary disparity study.)
- *Equipment safety study* to show that women have a better safety record than men and that equipment used by women faces less wear and tear, which saves the company money and reduces downtime.

The motivation for this study comes from studies done with male and female truck drivers and equipment operators in Australia and truck drivers in the U.S. In both of these instances, women were shown to cause less wear and tear on equipment.



*Nadia Suliman, a General Worker
- Rowlands Shaft*



*Sylvia Njoboni , Loco Operator at K3
- Cleaning the track at K3 section 31*

ENGINEERING

Process/Department	Engineering
Prepare	Step 1: Prepare the physical environment
Recruit	
Retain	

PREPARE

Step 1: Prepare Physical Environment for Women

Given mining's male-dominated history, the physical environment is often not accommodating to women. A failure to put appropriate infrastructure in place before introducing women to the workplace would make accomplishing the task harder as it would make women uncomfortable in an already uncomfortable environment. Some of the physical infrastructure to prepare is:

- **Change houses for women:** Women miners need a space of their own to wash and change before and after their underground shifts. It should be ensured that there are change houses built at every shaft level that cater for women's needs, for example, shower barricades and sanitary bins. The change houses and toilets should be in accordance with international standards and specifications; for example, it is prescribed internationally that there should be a shower for every six women.
- **Underground toilets:** Miners work underground for eight-hour shifts. If there are no decent underground toilet facilities, it would be very difficult for miners to work effectively. Moreover, it has been found that men and women find it difficult to share the same toilets underground. It becomes important to build underground toilets for women, using special technology, and also to ensure that arrangements are made for disposal of sanitary waste.
- **Overalls:** Traditionally, miners have worn a one-piece overall as there were no women in the sector. However, for women to work comfortably and to use the toilets, they often prefer two-piece overalls. These two-piece overalls need to be designed to comply with underground mining clothing regulations.

Women also tend to prefer dark overalls to white overalls for menstrual reasons. It is up to the mine management to decide what color to pick. However, regardless of the chosen color, management should make sure that: first, appropriate reflectors are used on the overalls; and second, the colors for men and women are the same to prevent any gender discrimination.

- **Female searchers:** Female searchers should be appointed to search women miners when they enter and leave mine premises.
- **Transport arrangements:** If the company wants to encourage women from surrounding communities to work at its premises, it needs to make provisions for safe transport; many women are afraid that they will be taken advantage of, or raped, if they try to get to the mine on their own.
- **Cage etiquette:** Men and women are regularly packed like sardines while being transported in cages from the surface to the mine level and back, greatly increasing the risk of sexual harassment. The company should attempt to mitigate this risk by:
 - Enforcing a zero tolerance for sexual harassment policy, including for workers in cages;
 - Avoiding overfilling the cages; and
 - Teaching women to protect their own space using basic self-defense techniques.

Detailed Audit

The audit conducted earlier (see Step 2) will give a broad overview of the gaps in physical infrastructure. This would need to be followed up with a more detailed survey that focuses on the specifics that need to be put in place.

Involve Women in Decisions

The representative group of women, described under Step 3, should be consulted when designing for physical infrastructure, as discussed, such as change rooms, toilets and overalls. Moreover, this physical infrastructure planning can be done by the regular engineering departments. There is no need to create separate departments. Instead, all that is required is to genderize the work, for example, by ensuring overalls are suitable for women, not just for men.

Note:

The work for the Engineering Department is primarily in the Prepare phase to make the physical environment of the mine conducive for women's needs. In the Recruit and Retain phases, its role will be limited to maintaining the quality and standard of this infrastructure.



MEDICAL

Process/Department	Medical
Prepare	Step 1: Conduct health risk assessments for women on all jobs Step 2: Categorize all jobs by physical requirements
Recruit	Step 3: Conduct gender-neutral strength and health assessments
Retain	

PREPARE

Key Partner: Human Resources

Step 1: Conduct Health Risk Assessments for Women in all Jobs

Mining companies will generally do health risk assessments for all mining-related jobs and then take the required action to mitigate the risks. These exercises are conducted to limit exposure to harmful substances and working conditions and to prevent injury and loss of life. The assessment is done both to protect the worker from harm and to protect the company from litigation. Due to historical reasons, these assessments are often undertaken on the assumption that all the workers are men.

In order to ensure that appropriate jobs are assigned to appropriate women, it is important to incorporate gender into the health risk assessment. (See Appendix I for sample TOR to incorporate gender in a health risk assessment.) The health risks should be assessed for all jobs, looking at the following six areas:

- Hazard assessment: environmental exposure, such as radiation and exposure to toxic chemicals used in mining and processing;
- Noise measurements and surveys: high noise levels in different jobs;
- Gases measurement: exposure to hazardous gases;
- Heat assessment: heat levels in different jobs;
- Vibration and physical turbulence assessment: exposure to heavy, vibrating equipment and machinery; and
- Ergonomics⁶ assessment: assessment of how machines and equipment impact on the body.

Depending on the environment, there may be other categories that also merit investigation.

In each of these six areas, risk assessments should be done with three categories of women in mind:

- Women (assumed to be of reproductive age, but not pregnant or breastfeeding);
- Pregnant women; and
- Breastfeeding women.

Exposures and risks may vary for each category of women. All risk assessments should take into account that women may be undertaking the jobs and that these women may be in different phases of their reproductive cycles.

⁶ Ergonomics is the science of designing the job, equipment and workplace to fit the worker.



*Women Change House
- Hossy Shaft*

Step 2: Categorize all Jobs by Physical Requirements

Many jobs in mining require a high degree of physical strength and endurance. Traditionally, it is often assumed that men, but not women, can handle these jobs. While men, on average, have greater strength and heat tolerance than women, it is not true that only men can meet the physical requirements of any given job. It is therefore important to understand the specific physical requirements for each job, regardless of gender.

A company should know the detailed physical requirements for each job so that it can test men and women for suitability for a specific job, regardless of gender. This strategy not only makes jobs open for women, but it allows for an accurate assessment for

different women and men to determine who is physically fit and able to undertake any given job. (See Appendix J for sample physical requirement for select jobs.)

The task in this step is to prepare a list of gender-neutral minimum physical requirements for each job type. Such a schedule can be used to ensure that potential candidates pass job-specific physical requirements during the screening process at the early stages of recruitment. Such standards can also be used to assess workers who have been injured or are taking time off to determine if they are fit and ready to return to the job.

RECRUIT

Key Partners: Human Resources; Training, Culture Change and Communications

Step 3: Conduct Gender-neutral Strength and Health Assessments

Once all the jobs have been categorized by their physical requirements and their associated health risks have been assessed, the medical team is ready to use this knowledge to test new women candidates.

The medical assessments for new recruits should be gender neutral and generally include the following tests:

- Basic medical fitness (weight, blood pressure);
- Basic physiological fitness (heart rate, body mass index);
- Heat tolerance screening to ensure workers can tolerate the intense underground heat; and
- Physical and functional work capacity tests based on the physical requirements of the job determined in Step 2.

These tests should be conducted in a manner that is as transparent as possible in order to ensure that they are gender neutral.

Communication

The medical team should work with the human resource, training, culture change and communications teams to communicate information about these tests to potential women candidates. Thereby, women can be better prepared for the tests when they arrive to undergo them.

Injured and Returning Workers

The gender-neutral strength and health assessments also need to be conducted each time an injured, sick or on-leave worker is returning to work to ensure that he or she can still perform the same job without any difficulties.



HUMAN RESOURCES

Process/Department	Human Resources
Prepare	Step 1: Develop Women in Mining policies Step 2: Develop a recruitment action plan for women
Recruit	Step 3: Recruit women
Retain	Step 4: Provide career development support Step 5: Provide lifestyle support Step 6: Develop an alternative placement system for pregnant and breastfeeding women

PREPARE

Step 1: Develop Women in Mining Policies

Integrating women into the workforce is highly challenging in the mining environment for cultural, as well as operational reasons. While the barriers to entry audit, discussed in Step 2, would give greater insight into the challenges, some of the key reasons are:

Cultural: As mining has traditionally been a male-dominated sector, a huge culture shift is necessary if women are to start working side-by-side with men. Not only does a mindset exist that mining is not a place for women, but women in mining environments are also at risk of experiencing sexual abuse.

Operational: Physically strenuous jobs, lack of career development support and inability of pregnant and breastfeeding women to work underground pose operational challenges to incorporating women in the workforce.

Policies and Procedures

Given the unique and challenging nature of the task at hand, it is imperative to develop policies and procedures specifically for women. Companies may vary in the extent that they include certain information in their policies and procedures. It is also important that these policies and procedures reflect local law and context. Some of the key policies to consider are:

- *Employment equity:* These would be guidelines that

mandate managers to provide equal or preferential recruitment opportunity to women, as well as support structures to encourage more women to apply for jobs. These guidelines will often cover racial and/or ethnic groups, as well as people with disabilities.

- *Maternity:* This would provide direction and guidelines for all company employees on how to handle cases of pregnant and breastfeeding women in a fair and consistent manner, including guidelines on providing alternate placement to them. This would also include management of maternity leave.
- *Sexual harassment:* There would be a clearly spelled out definition of sexual harassment, the complaint mechanism and consequences if there was an incident.

Key Elements of the Policies

The table on the next page details some key elements to keep in mind while drafting the various policies and procedures.



Noktbula Mpokeli,
Loco Operator at K3

Key Elements of Policies

1. Employment Equity Policy

- Recruitment policy prohibiting discrimination of any nature.
- Clearly stated remuneration policy. Salary differentials not providing grounds for discrimination.
- Medical testing to be limited only if justifiable in light of medical facts, employment conditions, social policy and inherent requirement of job.
- Non-discrimination policy for recruitment of spouses and family members, provided that the interview and selection process is not influenced by and/or involves, either directly or indirectly, a currently employed spouse or family member.

2. Maternity Policy

- Clearly stated role and responsibilities of line managers to:
 - Ensure all female employees are aware of the policy.
 - Periodically identify, record and review potentially hazardous environments to pregnant or breastfeeding women.
- Clearly stated responsibility of women to inform their managers the moment they become aware that they are pregnant so that proper steps can be taken to ensure their health and safety.
- Process to be followed by the line manager once an employee is pregnant to evaluate workplace risks and removal from her job, if needed.
- Process to find alternative placement for the pregnant or breastfeeding woman.
- Description of maternity leave benefits.
- Policy on adoption.
- Process for re-entry into the workforce.

3. Sexual Harassment Policy

- Clear definition of sexual harassment.
- Options for the victim of sexual harassment to resolve the matter.
- Procedure for lodging a formal complaint.
- Process for review and investigation.
- Rights and consequences for both the accuser and the accused.

Step 2: Develop a Recruitment Action Plan

The recruitment action plan should follow a four step process.

A. Shortlist Most Easily Filled Jobs for Women

While it may be determined that women are eligible for any job at the mine, in order to reach targets rapidly, a mine's management team may want to focus on targeting specific jobs for women. Using a 80-20 principle, the ideal jobs would be those that require low physical strength, low prior experience and training level, and have high volumes. (See Appendix K for sample list of appropriate jobs for women.)

B. Analyze Recruitment Barriers

There are many barriers to recruiting women. It is important that a company rigorously analyzes specific recruitment barriers to understand what keeps women from joining the company:

Lack of information and/or appetite: The issue to consider here is whether women in the local community find it attractive to work in the company. Often this is because of a basic absence of information about the nature of mining jobs, their availability for women, cultural stereotypes about women working in mining, and women viewing mines as lifestyle-unfriendly places for when they are pregnant, breastfeeding or have children.

Low supply: There might be low number of adult women available to work (women between the ages of 20 and 49 are considered an existing supply), as well as a low pipeline of women students (ages 15 to 19) who could be potential future employees (this can be estimated doing some trend analysis). A common reason observed for this is a high dropout rate from school.

Lack of required qualifications: Depending on the country context and company policies, both men and women miners may be required to have completed matriculation, the school-leaving level in South Africa, as well as have basic literacy and numeracy to qualify

for a mining job. Such requirements narrow the pool of potential candidates.

Lack of required physical ability: In order to effectively do a mining job, workers are required to have a basic physical and physiological fitness test (heart rate, body mass index), and are also required to pass through a heat tolerance test in order to ensure that they can survive the high temperatures underground. Women who are overweight may fail the physical strength tests.

C. Develop a Recruitment Action Plan

Once the main recruitment barriers have been identified, a recruitment action plan, aimed at addressing the key barrier preventing more women from entering the workforce, should be drawn up. Depending on the identified barrier, some actions that can be taken are:

- **Marketing awareness:** This would be to inform the community about such aspects as potential job openings for women and procedures and requirements for application.
- **Skills upliftment:** This would encourage women in the community by providing them with channels to improve their educational, as well as physical skills. This could include training options and bursaries.
- **Lifestyle programs:** Put an intensive physical training program in place that will enable women to pass physical and functional assessments.

D. Set Targets Using Appointment Ratio Tool

The hiring manager should set targets for the selected women jobs using the Appointment Ratio Tool, discussed under Step 4 of Program Leadership. In addition, the targets should be set proportionally by department and/or shaft so that hiring managers know how many women they need to have in the department and/or shaft and can be held accountable for achieving those figures.

RECRUIT

Step 3: Recruit Women

The process of screening and selecting candidates depends on the nature of the job that each candidate is being recruited for. The selection process and criteria should be the same for both men and women. Some of the issues to consider while recruiting are summarized here.

Criteria for Recruitment

The company should consider setting gender-neutral criteria for recruitment, such as:

- **Medical assessment** to ensure that each new recruit is physically fit to do the job by doing basic medical, physiological, heat tolerance and functional work capacity tests (see Step 3 in Medical);
- **Numeracy and literacy assessment** to ensure that each new recruit is able to comprehend basic signs and engineering terminology; and
- **Further tests** as required by the job, for example, Dover testing to evaluate the “trainability” of recruits.

Barriers

Some women, who are overweight (high body mass index) and/or cannot complete the functional work capacity test, tend to fail in the medical assessments. This ends up making them more suitable for light labor and sedentary jobs. These factors can make it harder to achieve high women recruitment targets.

There is often the temptation to encourage overweight women to undertake a physical fitness program in order to lose weight, and consequently increase the company’s recruitment figures. At the same time, it is often the case that weight is a hard thing to change. Instead of focusing resources on such programs, the return on investment would be higher if the resources were used for programs that promote skill development via trainings and bursaries, lower high school dropout rates and spread more awareness of the program. Encouraging physical fitness can be part of a larger awareness campaign in the community.

Selection Bias

Keeping in mind that there is a high potential for a selection bias to recruit men over women, utmost care should be taken to monitor the recruitment activities of hiring managers to ensure that employment equity rules are implemented. One way to do this is to hire independent observers to observe and critique hiring managers to see if they are biased.

Transparency

Every effort should be made to create a transparent recruitment system and prevent this from happening.



*End of a shift for Women
- Hossy Shaft*

RETAIN

Key Partner: Medical

Step 4: Provide Career Development Support

Considering that women are only now making an entry into the mining sector, there is a lot of ground to cover before historical inequities are addressed and balance is reached between men and women. Women as a group have generally not had the same exposure and opportunities that men have had in the mining sector. Companies need to recognize this fact and provide special support to help women build their skills and progress through the ranks.

Career Development Support

Focus group discussions with women working in mines often bring up the issue of career progression. As women are often new to the mining industry, they are often given the lowest position, that of general worker. A traditional and misguided belief that women cannot do other mining jobs, coupled with the absence of career development support, makes it very difficult for women to get promoted; they may get stuck in their starting jobs for years. If a company is serious about integrating and retaining women in the workforce, it needs to:

Develop a transparent promotion system and clearly communicate to women and men the steps they need to undertake in order to progress to the next level. Being new to the sector, women need to be made aware of all the possible jobs they could be doing, the required criteria to get those jobs and the steps they can undertake, with or without the company's support to meet these criteria.

Minimize salary disparities between men and women to make it more attractive for women to continue working. This is especially important in light of the fact that the few skilled women in mining constantly get offers from rival mining companies, making it difficult to retain them.

Provide bursaries and internships for further education, internships and learnerships to work in new departments where women can learn new skills. The commitment to doing this can be shown by allocating a certain percentage of funds or numbers of bursaries and internships each year for women.

Appoint career counselors who can guide women to develop a good career.

Step 5: Provide Lifestyle Support

As women begin working at the mine, they often still continue their other job of taking care of their children and household. As a responsible corporate citizen, a company should endeavor to provide as much lifestyle support as possible. This would include, but not be limited to:

Day-care facilities for young children of women workers, or assistance with finding outside childcare can go a long way towards ensuring that women have peace of mind while doing their shifts.

Financial counseling would help women better manage their finances. Often, the sudden jump in income that a mining job brings makes it hard for women to know how to use the extra funds. It would help them a great deal to get some financial management advice.

Psychological counseling facilities are very important because beginning to work in a difficult and male-dominated environment, like mining, can be very difficult psychologically for women. Being able to discuss these issues with a counselor would help them find peace of mind. Of course, in instances of sexual harassment, counseling would play an even bigger role.

Transport and housing provided by the company for women traveling long distances to work and coming from other regions, respectively, would help women feel safe and secure in their working environments.

Sexual harassment training should be provided to both men and women on an ongoing basis to keep reminding them of such aspects as what sexual harassment entails, what their rights are, who they should contact, and what the consequences of being caught are. Such repeated training is essential because in many cultures women assume that sexual harassment is part and parcel of life. (See Appendix L for sample TOR to develop sexual harassment training.)

Step 6: Develop an Alternative Placement System for Pregnant and Breastfeeding Women

One of the biggest challenges of incorporating women into a sector like mining is dealing with the issue of pregnant and breastfeeding women. Pregnant and breastfeeding women can pose a high health and safety risk to mining operations and are required to be removed from any unsafe position to an alternate position. Moreover, once a woman gets pregnant and goes home, the chances of her returning to work are reduced. This makes retention of women employees a challenge. This is particularly an issue if:

- Women are in high-skilled positions, where replacement is not easy.
- Women are working in hazardous areas and therefore have to be away for a longer than average maternity leave (two to four months); they may need to be away from the job for up to 15 months (nine months of pregnancy and six months of breastfeeding).

An option to retain pregnant and breastfeeding women is to create a system whereby these women, who are identified as being unable to do their current job for health and safety reasons, are rotated into alternative safe job positions. Such positions can be identified internally in the company, as well as externally with suppliers. Another option to consider is to send the women for trainings. Finally, the option of sending the women home on maternity leave always exists.

Business Case

While there is always the option of sending women home on paid maternity leave packages, there is a strong business case for finding alternative placement for the women. Not only is it financially beneficial for the woman and her family if she continues earning a good salary in view of the upcoming birth, but it is also a way for the company to retain the woman as an employee and reduce the possibility of her quitting the job.

Hence, a strategy should be prepared and systems put in place to ensure that alternate placement is provided to pregnant and breastfeeding women. This should be a component of the maternity policy, discussed in Phase 1.

Situation Analysis

The first step is to assess how many women working in the company are in the childbearing age group of 20 to 39 years. Usually, more than 70 percent of women employees will be found in this age group. Next, the maternity rate for each age group should be calculated, following which a forecast of the percentage of pregnant women over the next five years should be made. (See Appendix M for a sample situation analysis and forecast for pregnant women.)

Identify Placement Options

The existing options for placing pregnant and breastfeeding women should be assessed in the light of the forecasted number of pregnancies. Usually, there are five potential options, each with its pros and cons, as summarized in the table on the following page.

Alternative Placement Option	Pros	Cons
1. Placement in a non-budgeted position	• Keep women employed • Women receive salary & benefits or only benefits	• Costly to the organization • Pay for non-productive employees
2. Send home on paid leave	• Keep women employed • Women receive salary & benefits or only benefits	• Frustrating for women to not work • Negative impact on retention of women
3. Place internally in a designated alternative position (rotational designated position or ad hoc project work position)	• Financial benefit • Provide productivity and income to women • Positive impact on women retention	• Challenging to get sufficient internal positions
4. Place externally at supplier	• Additional option • Provides productivity and income to women • Positive impact on women retention • Clean contracting process	• The company will have to subsidize the position • Management of process and legal aspects can be complicated
5. Send on training	• Builds the skills of women • Contributes to their career development • Human capital investment for company • Positive impact on women retention	• Costly to the organization

Using a base case, each company should assess these options in terms of the per person saving versus additional cost for each option. For example, chances are that the per person savings: cost ratio of putting the pregnant woman in an alternate position internally is much higher than that of putting women in training.

Establish Process

A formal process - a standard and systematic process for alternative placement should be put into place. A three-step process, with some associated challenges, is described here:

1. Pregnancy Notification

It is the duty of the woman to inform her supervisor about her pregnancy, following which, it is the responsibility of the supervisor to confirm the pregnancy and provide alternate placement.

Challenges

Often women do not disclose their pregnancy for fear of not being able to continue working or, if they have only recently joined the company, they may fear it would disqualify them from getting maternity benefits. Moreover, there is a need to create awareness and understanding regarding the maternity policy among women and give them the assurance that the policy is for them and not against them. That way, more women will feel more comfortable about disclosing their pregnancies.

2. Alternative Placement or Leave of Absence

The next step is to find an alternative placement for the pregnant woman using the options and list of vacant jobs just discussed. In the event that an alternative job is not available, the woman would be sent home on a paid leave of absence. At the same time, efforts should be continued to look for an alternative position and if one is found, the women should be informed.

3. Maternity Leave

Women who are placed in alternative positions go on to their maternity leave during the time prescribed in the policy. Often, this would occur one month before until three months after delivery.



*Nokthula Mpokeli, Loco Operator
at K3 (Pictured at home in
Wonderkop)*



TRAINING, CULTURE CHANGE & COMMUNICATIONS

Process/Department	Training, Culture Change & Communications Prepare
Prepare	Step 1: Prepare workforce through sensitization training
Recruit	Step 2: Conduct induction training on sexual harassment and maternity policies
Retain	Step 3: Provide sexual harassment training and preparedness Step 4: Provide ongoing communications and training events to support women

PREPARE

Step 1: Prepare Workforce Through Sensitization Training

Preparing an organization for a big social change, such as including women in its workforce, is as much a psychological process as it is about getting the right systems in place. The company can prepare for the introduction of women and create a social environment that is conducive for them to enter the industry by undertaking a number of measures, as described here:

Diversity management training: Given that the male-dominated culture of the mining industry may be dismissive of women's ability to do certain jobs, especially in the core mining functions, there is a need to change the mindset in the company with regard to women. The company staff needs to be sensitized towards working with women, viewing them as fellow workers and believing that women can indeed also do physically demanding jobs.

Ideally, this training should be conducted before women are introduced into the workforce so that people already in the organization are psychologically prepared to work alongside them; this training should then be repeated at regular intervals. Highlighting

examples of women who are competently performing their jobs will go a long way to changing mindsets. Once these successful women are in place, they can be ambassadors, along with the men that they work with, for the change needed.

This training can be incorporated as a part of induction, during weekly team meetings, during special sessions, during safety breaks, or through a number of other avenues. Think creatively about where and how to reach the workforce.

Targeted communication: Specific messages should be regularly targeted to all company staff. These messages would drive home the point that women are fellow humans, negate the myth that women are unable to work in a mining environment using case studies, and sensitize the workforce about the challenges that women face, such as sexual harassment and pregnancy. (See Step 4 for more information on developing a communication strategy.)



Violet Pbolose, Plant Attendant at Rowlands Concentrators (Pictured at Home in Bapo Village)

RECRUIT

Step 2: Conduct Induction on Sexual Harassment and Maternity Policies

Objective

The objective is to ensure that all new recruits are fully on-boarded through women-related policies and on-the-job trainings.

Process

The induction is the first point of contact between the new recruits and the firm. Hence, it is a great opportunity to make sure that each recruit is fully on-boarded regarding the culture, policies and processes of the company. The nature and tone of the induction can set the stage for a positive or negative relationship between the new recruit and the firm. Apart from the general introduction to the company, its mission and departments, the two key induction trainings that are important in the context of a Women in Mining program are:

A. Women In Mining Policy Training

Both men and women workers should be made fully aware of the policies and processes for employment

equity, pregnant and breastfeeding women, and sexual harassment.

Women should be made aware that it is their obligation to inform their manager about the pregnancy and that it is the duty of the manager to provide alternative employment.

As part of the induction, these trainings should be repeated in depth for women so that they can ask specific questions.

B. Women-specific Job Training

While men and women have the same on-the-job training, there should be some extra job-related trainings for women as they have the competitive disadvantage of their lack of previous mining experience, unlike male miners who have probably been in the industry for a long time.

This extra training is important if one wants to create a level playing field for men and women. Otherwise, almost all women will be given entry-level general worker jobs and it will take years before they progress beyond this level.

RETAIN

Step 3: Provide Sexual Harassment Training and Preparedness

Sexual harassment is a particularly important issue when introducing women into a historically male-dominated environment. Resistance to the introduction of women may often show as sexual harassment. Sexual harassment can take the form of unwanted verbal or physical advances, exchanges of promotions or money for sex, or other means of creating a sexually charged and hostile working environment. Sexual harassment can occur between members of the same sex, and from women directed to men, although male to female sexual harassment will probably be the most common form when introducing women into historically male-dominated environments.

A few steps need to be taken to prevent sexual harassment in the workplace. These include:

Empowerment training for women: Women should be empowered with the knowledge of what sexual harassment is, their rights and the grievance process in the event of sexual harassment. These trainings should be conducted with new recruits during induction and repeated at regular intervals.

Training for line managers, members of the grievance committee and investigators: In addition to training the new recruits, trainings on all women-related policies and procedures should be organized for all staff during each induction cycle. In addition, specialized training should be conducted for line management and/or supervisors assigned to investigate grievances cases, especially those of sexual harassment.

Ongoing visibility, communication and support: There should be an ongoing visibility and communication strategy to ensure that the entire company and its workforce are fully aware of issues, policies and procedures related to sexual harassment.

Step 4: Ongoing Communications and Training Events to Support Women

Integrating women into the workforce is a huge exercise in cultural and behavioral change and can be achieved only through a clear communication strategy, persistent efforts and repeated messages.

Content

Communication needs to be about all aspects of the Women in Mining program, including policies, procedures, women's rights, feedback and grievance mechanisms, successful case studies and such issues as sexual harassment.

Media and Channels

A key part of a good communications strategy is identifying innovative media and other channels of communication. The following are examples of channels that can be used:

- **Company newsletter** that is published monthly or quarterly. (See Appendix N for an example of a newsletter and poster from Lonmin Plc.)
- **Videos** as a means of effective and succinct communication. (See Appendix O for sample TOR to develop a sexual harassment video.)
- **Women in Mining-specific trainings** for:
 - a) All new recruits;
 - b) Workers returning from leave;
 - c) Women working underground;
 - d) Grievance committee chairpersons; and
 - e) Managers.
- **Internal weekly memos** specific to women, *cascading* from the CEO down to line managers, front-line staff, etc.
- **Industrial theatre** where groups of actors perform skits and theatre to convey messages related to working alongside women, sexual harassment, etc.
- **Motivational speaker or a celebrity** who workers consider to be a role model, for example, a soccer

legend, to talk about women-related issues.

- **Television and/or proxy screens** in both male and female change houses to display presentations and videos while workers are taking breaks.
- **Women structures**, such as the women's union and/or women's representative group, as discussed, to communicate information.
- **Health and safety breaks** to talk about WIM issues and hand out relevant pamphlets.
- **Multi-department group meetings** as forums to update members on WIM activities.
- **News flashes** on the company website and via e-mail can cover new happenings in the WIM program.

Staff

The responsibility of developing such a strategy should lie with the Program Coordinator, in collaboration with someone from the communications team. Successfully implementing a communications plan can be very challenging and time consuming. In this light, it would be essential for the communications team to appoint a person to take responsibility for all the communication-related activities of the Women in Mining program.

Women-related events and celebrations: The company should introduce a tradition of celebrating important women-related events, such as International Women's Day, Mother's Day and World AIDS Day across the organization.

Conclusion

As this manual suggests, the process of incorporating women into the workforce is not an easy one. At the same time, it can also be a very rewarding one. The greatest challenge in making such a program a reality is to successfully work across many company departments. Perhaps no other initiative needs as much creative thinking and cross-disciplinary work.

The key element in successful implementation is to undertake a detailed analysis of how women are impacted at each step of the company operations, under each department. Once the factors affecting women are determined, concrete steps can be taken to address them, using a toolbox of policies, processes and systems. An internally formed women's representative group can play the important role of conveying women's wants and needs.

In conclusion, we would like to reiterate that this manual represents only the collective knowledge of the Lonmin-IFC Women in Mining Program team. It is by no means a comprehensive or prescriptive document on Women in Mining. It is rather an initial framework and guide that we invite others to use and build on using their experiences. In this light, the manual is a working document that we hope fellow companies in the industry will contribute to in order to further the cause of Women in Mining.



*Caroline Mulaudzi, Senior Mining Engineer - Eastern Platinum
(Pictured at home in Mooi-nooi)*

APPENDICES

Appendix A:

Sample Agenda: of a Stakeholder Workshop

Agenda for Management Training at Lonmin HIV/AIDS Program

Duration: Three hours

ACTIVITY	TIMELINE
Introduction Expectations and objectives for the session	13:00-13:15
Introduction of the Women in Mining Program	13:15-13:30
Overview of the Women in Mining Program - National legislative targets - Synopsis of the performance of other mines in the region WIM Targets - What are the annual targets? - The role of line managers and senior management in reaching the target - Appointment Ratio Tool	13:30-14:00
The Business Case: Why Should Companies Recruit Women? - What impact will the recruitment of women bring to the company?	14:00-14:20
TEA BREAK	14:20-14:30
Role of the WIM Coordinator - What role will the coordinator play? - What is the expectation of the company in supporting the coordination role?	15:30-15:55
The Way Forward and Closure	15:55-16:00

Appendix B:

Scope of Work of an Employment Equity Audit

Employment Equity Audit

A. Scope of Work

1. *Determination of Current Employment Equity (EE) Profile*

Collate and analyse information regarding race, gender and disability per level and occupation. Advise whether targets, which have been set, are realistic and provide a full analysis of trends with statistics and graphs.

2. *Physical Audit*

Conduct a thorough physical audit to determine the appropriateness of facilities and services for female employees and employees with disabilities. Audit should include, but not necessarily be limited to:

- a) Facilities and infrastructure in terms of women employee and people with disabilities.
- b) Personal protective equipment in terms of women employees and people with disabilities.
- c) Job testing facilities in terms of women employees and people with disabilities.
- d) Medical fitness testing for women and people with disabilities.
 - What is available and what is required?

3. *Job Profiling*

- a) Identify positions that can be filled by women.
- b) Identify positions that can be filled by people with disabilities.
- c) Assess whether current training and development programs are adequate to support employment equity targets for all designated groups.

- d) Develop a recruitment plan for to reach EE targets for women and people with disabilities.

4. *Policies, Standards, Procedures and Practices*

In order to establish whether there are any barriers to the employment of designated groups or any unfair discrimination in the policies, standards procedures and practices of the company, there must be a detailed examination of all policies, standards, procedures and associated practices.

The following questions should be answered with regard to policies, standards, procedures and practices:

- Establish what policies, standards procedures and practices exist and in what format: i.e., what is documented, approved, at what level, has been recently updated, etc.
 - Establish whether the documents and procedures are freely accessible to all and whether content has been disseminated, is regularly circulated or explained to staff.
 - Examine each policy, standard, procedure and practice and identify potential discriminatory provisions or barriers for employment equity.
 - Recommend steps to be taken to improve policies, procedures, practices and standards for purposes of employment equity.
- ##### 5. EE Governance, Management and Grievance Procedures
- a) Establish whether current governance structures support effective implementation of EE.

- b) Establish whether the current performance management system supports the implementation of EE policies and recruitment targets.
- c) Establish whether current grievance procedures meet the requirements of employment equity in terms of methods of lodging grievances, privacy and sensitivity involved and existence of in-house specialised skills to handle such grievances.

Deliverables of the Assignment:

The service provider shall provide one report divided into five parts, as follows. The report shall be in text with relevant graphics and also be accompanied by a PowerPoint presentation to be presented to management.

- Activity 1 - a chapter on the current EE status, including graphs and an accompanying PowerPoint presentation.
- Activity 2 - a chapter containing best-practice recommendations on changes required to the physical environment.
- Activity 3 - a chapter containing best-practice recommendations on a recruitment strategy for women and people with disabilities, and the requisite training and development strategy.
- Activity 4 - a chapter containing an evaluation and detailed best-practice recommendations on the policies, standards, practices and procedures required for effective EE implementation.
- Activity 5 - a chapter containing an analysis of current governance, management systems and grievance procedures, as well as recommendations for improvement.
- Activity 6 - chapter containing an evaluation and best-practice recommendations on reporting systems.



*A K3 woman underground,
General Workers*

Appendix C:

Template of Program Design/Work Plan

POST AUDIT Women in Mining PLAN						
CATEGORY	KEY RECOMMENDATIONS	ON Track	Falling Behind Deadline	Limited Progress	Not Started	STATUS
		COORDINATOR	PERSON RESPONSIBLE	COMPLETION DATE	POSSIBLE EXTERNAL HELP	
Governance or - Mahomed	Review multiple current Women in Mining (WIM) related structures and establish clear governance and accountability structure for EE initiatives.					
	Finalize the recruitment process of Program Coordinator					
Targets Management - Anthony 2	Recruitment					
	Finalize and sign-off the WIM targets by Senior Managers					
	Ensure that labour planning targets are aligned with Government targets (if applicable)					
	Develop a planning template/tool to conduct Women in Mining recruitment planning and monitoring up to Senior Management level					
	Implement planning template and produce monthly reports					
	Ensure that Mining and Process targets are aligned with training capacity and community					
	Hiring Systems					
	Plan, agree and communicate Women in Mining Targets to Hiring Managers					
	Develop a formal system to monitor and control the appointment rates of women with multiple control points at the various stages related to the targets					



*Nadia Suliman,
a General Worker
- Rowlands Shaft*

Appendix D:

TOR of the Program Coordinator

Qualifications

The Coordinator would be a graduate student with a background in project management and women's issues.

Principal Tasks

1. Work closely with the company staff to ensure the implementation and completion of the Women in Mining projects.
2. Ensure the effective and successful implementation of the program within agreed upon time frames and parameters.
3. Assist the company in attaining its target of integrating women so that they make up 10 percent of the workforce and removing barriers affecting the recruitment and retention of women.
4. Ensure that the company's Women in Mining program is well tracked and reported, using a robust tracking system to monitor women recruitment and retention.
5. Sensitize key stakeholders and all employees on Women in Mining policies and other transformation issues.
6. Attend all meetings of the groups within the company that are doing work related to women.
7. Manage the contracting and monitoring of the program consultants.
8. Verify that all the monitoring and evaluation activities for the project are implemented and reported upon within agreed upon time frames.
9. Document best practice and lessons learned from the program and disseminate these, as appropriate.

Appendix E:

Sample Appointment Ratio Tool

Appointment Ratio 24-02-09 for appointment.xlsx [Compatibility Mode] - Microsoft Excel

Home Insert Page Layout Formulas Data Review View Developer

File Home Insert Page Layout Formulas Data Review View Developer

Clipboard Font Styles Cells Editing

Appointment Ratio Tool

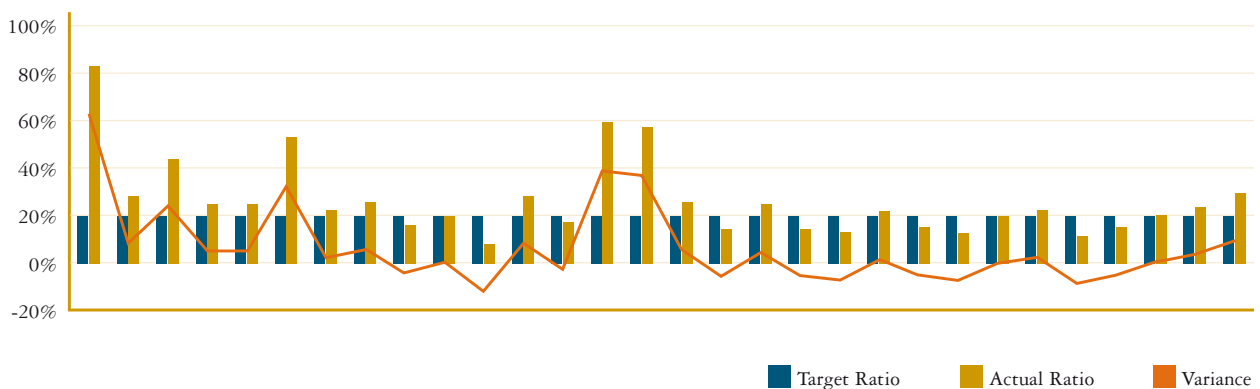
Objective:

Business Area	TOTAL FT (insert)					
	Hired			Appointment Ratio		
	Male	Women	Total	Actual Rate	Target Rate	Variance
Shift 1	7	21	42	83.3%	20.0%	63.3%
Shift 2	20	8	28	26.6%	20.0%	6.6%
Shift 3	20	10	30	44.4%	20.0%	24.4%
Shift 4	7	1	8	25.0%	20.0%	5.0%
Shift 5	20	10	40	25.0%	20.0%	5.0%
Shift 6	10	17	32	53.1%	20.0%	33.1%
Shift 7	24	7	31	22.6%	20.0%	2.6%
Shift 8	34	12	46	26.1%	20.0%	6.1%

Microsoft Excel - Appointment Ratio 24-02-09 for appointment.xlsx

Taskbar: Windows Explorer, Microsoft Word, Appointment Ratio 24-02-09 for appointment.xlsx, Taskbar Search, System Tray (Clock: 9:27 PM, Date: Saturday, 2/4/2009)

Mining Appointment Ratio

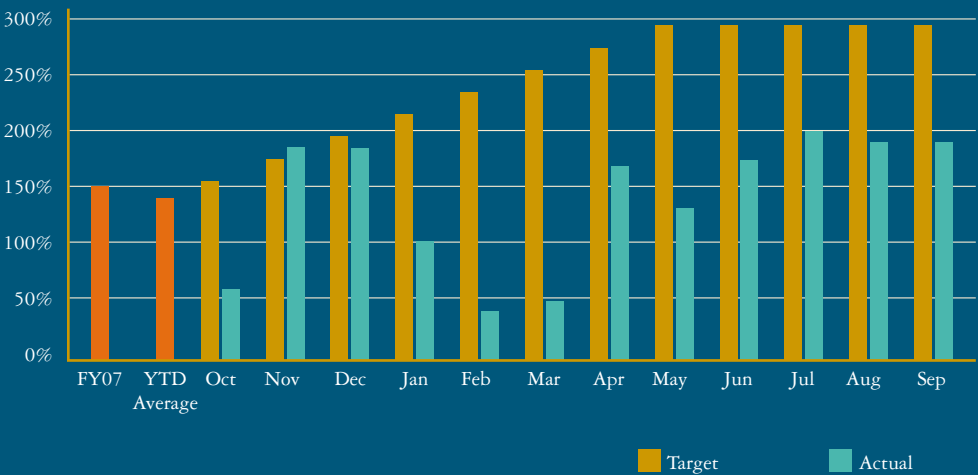


Appendix F:

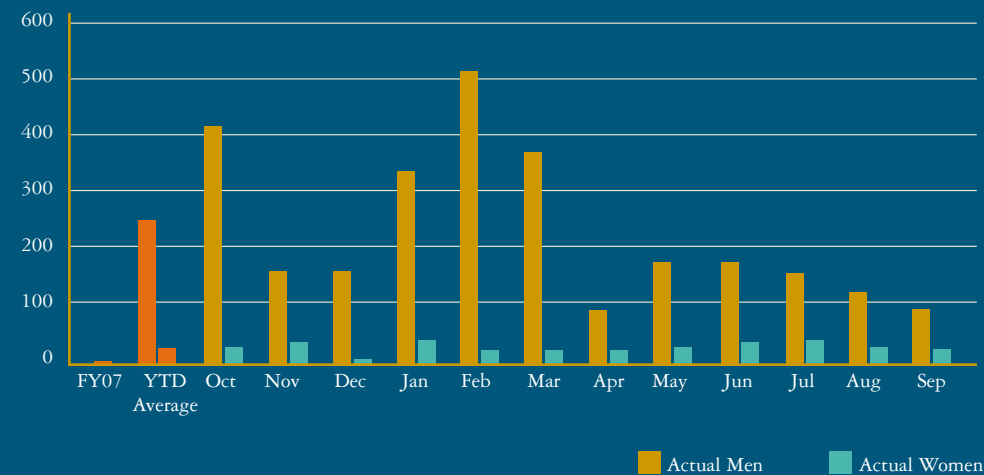
Sample:

Women in Mining Dashboard

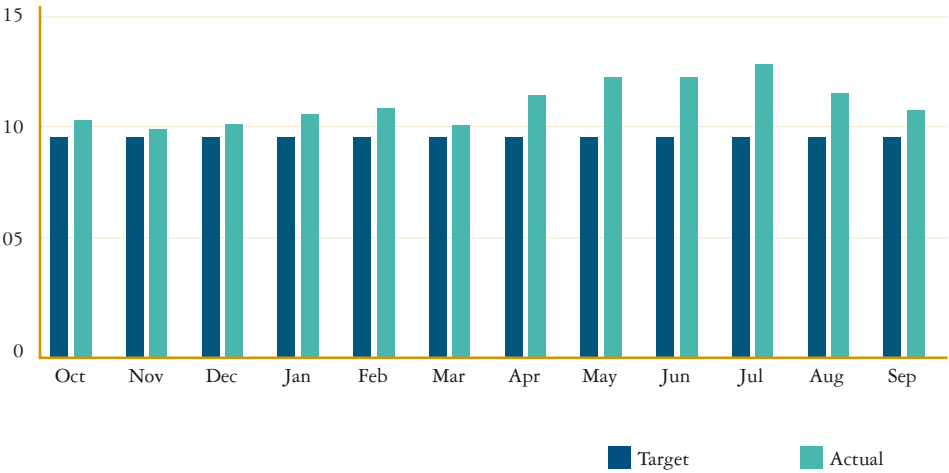
Female to Male Apointment Ratio



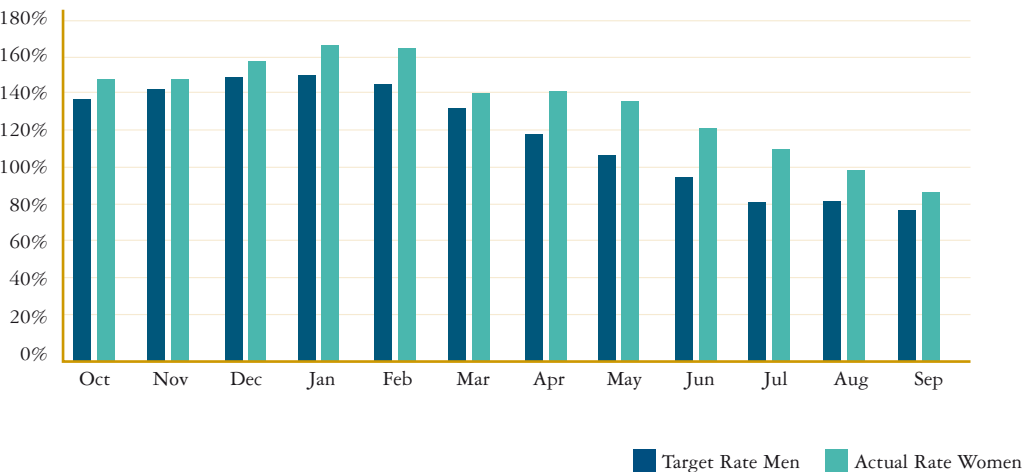
Actual Engagements Men and Women



Male vs Female Turnover Rates



Male vs Female Turnover Rates



Woman Lab Analyst

Appendix G:

Sample:

TOR for a Household Wellness Survey

TERMS OF REFERENCE (TOR)

Consultancy to implement a household baseline survey and case studies in community

1. Background

<Insert background on company “XYZ” and project as needed.>

2. Focus and Scope of this Survey

The underlying premise of this project is that by hiring more women, <company XYZ> produces greater development impact than it would if it hired only men. Thus, a central goal of the consultancy is to estimate the differential impact on household wellbeing of hiring women versus men. This is an issue of great practical and operational relevance for <company XYZ>.

Therefore, the question of immediate interest is: When <company XYZ> has a choice between hiring a man and a woman for the same job, what is the differential development impact of hiring a woman?

A central goal of the project is to increase income for women and reduce poverty within their households and communities. To track progress toward this goal requires tracking the impact of a mining income on the households of newly hired women compared to households of newly hired men. After sufficient time has passed, such that program effects could be reasonably expected to be observed at the household level (one year), another survey would be done of participating households. Note that all respondents would be employees of <company XYZ>.

To this end, the successful bidder for this TOR will, in close partnership with <company XYZ>, design and implement a survey, which would be completed by newly hired male and female employees of the company. Our goal is to implement this survey on an ongoing basis for approximately four months (to

get a good sample of 160 men and women) and then one year later.

The baseline survey must yield at least 80 questionnaires completed by women and at least 80 completed by men. The distribution of positions filled by the 80 female respondents must be identical or very similar to the distribution of positions filled by the 80 male respondents. (For example, we cannot have the 80 men all in mechanized operations and the 80 women dispersed across <company XYZ>'s other operational units.)

The consultant would also identify five male and five female candidates for case studies from among the survey respondents. These 10 individuals would be interviewed three times over a six-month period, and each case study would culminate in a report of approximately 500 words (about two pages).

The consultancy is expected to begin in <insert> and end in approximately <insert>_____.

At the very least, for each survey respondent, the consultant is expected to provide information on a broad set of indicators:

- Characterization of sampled household in terms of demography, education level, gender of household head, health indicators, standard of living, access to production resources (land, labor and capital) and household expenditure patterns;
- Estimated current levels and sources of incomes for sampled households; and
- Data at village or other relevant level about social amenities, access to physical infrastructure (roads, electricity, local markets, etc).

The case studies should tell a coherent and well-documented story about what happens to employees (e.g., financial status, health status, etc.) after they are hired and how being hired affects their households.

3. Minimum Qualification for Bidders

- At least five years of experience in carrying out household surveys, preferably in the country of operation and among households such as the ones targeted by the project; and
- Proven record of successful project completion and establishing professional survey teams.

4. Specific Outputs and Processes to be Reflected in Proposals

Technical and financial proposals must be submitted at the same time, but under separate covers and in separate sealed envelopes. The length of the technical proposal, including all annexes, should not exceed 25 pages. Specific outputs and processes are to be elaborated in the proposals:

4.1 Technical Proposal

Sample Selection

- Propose and justify a method of identifying households in which newly hired female and male employees work at <company XYZ>.
- Propose a sampling methodology to be used for this survey in order to achieve a representative sample that will yield 160 household responses, such that we maximize the number of responses from households with women and men working at <company XYZ>.
- Discussion of the level of precision that this methodology would provide would include a clear identification of shortcomings and/or sampling errors.
- Define and explain the most efficient methodology for carrying out this survey; this should include, but not be limited to:
 - A detailed explanation of methods used to directly find, contact and convince respondents to take part in the survey;
 - Proposed mode of survey and its justification;
 - The size and composition of staff necessary to carry out such a survey, including main office and field staff; and

- Procedures for pre-screening of potential respondents, refusal conversions and incentives, if necessary.

Input into Questionnaire Design

- Provide comments and suggestions on the questionnaire.

Field Testing and Main Field Work

- Methodology and length of training of field investigators;
- Explanation of field testing methodology, including, but not limited to, selection of localities and respondents for the field test, and approach to presentation of field testing results; and
- Approach to the main fieldwork, including number of field staff to be involved, quality control mechanisms, feedback from field supervisors and estimation and justification for the length of the field period.

Data Entry, Cleaning, Storage and Analysis

- Conversion of information from completed questionnaires into consolidated database;
- Approach to data entry quality control;
- Measures for data security and data storage arrangements;
- Approach to the analyses of survey results, including the determination of margin of error and accuracy of findings; and
- Brief outline of survey report.

Timetable

- Detailed timetable for the survey for the tasks outlined above and other important dates as seen by the bidders.

4.2 Financial Proposal

A detailed financial proposal should be developed for the sample size of 160 respondents, listing daily rates per consultant, time estimates, reimbursable expenses, VAT charges, etc.

5. Consultations and Awarding of the Tender

The short-listed bidders will be required to consult with <company XYZ> to finalize the terms of reference of this survey. After the terms of reference have been finalized and tenders of short-listed bidders evaluated, the tender will be awarded.

6. Reporting

The consultant will have regular consultations with <company XYZ> regarding the questionnaire and survey instruments. Two review meetings shall be held during the survey: one after the field testing to discuss results and necessary changes; and the second after completion of the main field work to discuss quantitative results and the outline of the final survey report. <Company XYZ> and the consultant will also meet to discuss selection of case study individuals.

7. Deliverables

- The successful bidder shall be responsible for producing a final report, in both hard copy and electronic format, that contains the following:
- Description of the methodology, as outlined in paragraph 5.2 of these terms of reference;
- Description and analysis of main survey findings;
- 10 case studies (five men and five women), each approximately 500 words;
- Recommendations of future improvements of survey questionnaires, methodology and process of the survey implementation; and
- A summary of the databases of the survey results in the format and/or software required by the client (information compromising the confidentiality of the respondents will not be required).
- The successful bidder will be required, in consultations with the client, to prepare a PowerPoint presentation on the main arguments, findings and recommendations of the study.

8. Contract Duration and Payment

The consulting firm will have a contract that will end approximately in <insert>_____. The firm will receive payments according to the following schedule:

- 10 percent upon signing the contract;
- 10 percent upon submitting a work plan that is approved by <company XYZ>;
- 20 percent upon submitting a <company XYZ>-approved dataset; and
- 60 percent upon submitting a <company XYZ> final project evaluation report, including PowerPoint slides, executive summary and case studies.

9. Intellectual Property and Confidentiality

All information, data and models gathered or constructed in the course of this study and all intellectual property acquired as part of the work undertaken for the project will reside with <company XYZ>.

The successful consultants will be subject to confidentiality agreements. Information compromising the confidentiality of the respondents will not be provided to <company XYZ> or to any third party.

10. Closing Date

The closing time and date for receipt of proposals will be <insert>. Late proposals will not be considered.

Appendix H:

Sample:

TOR for a Salary Disparity Study

Scope of Work

<Company “XYZ”> Women in Mining Program:
Salary Equity Analysis

1. Background

<Insert background on company “XYZ” and project as needed>

2. Focus and Scope of this Analysis

The underlying premise of this project is that a variety of factors may influence income disparities in many industries, including the mining sector. Therefore the overall objective of the analysis is to determine if wage disparities exist in <company XYZ> based on gender and race, and if they do, to identify the causes (e.g., applicant pools, how hiring is done and starting salaries are set, or issues associated with progression and advancement) and make concrete recommendations to address the discrepancies. To achieve the objective, this study requires the following:

PART 1

Generating the Data

The consultant will be expected to develop a framework to analyze and compare salary data to indicate where further investigation is needed. Following this, the consultant would develop a tool for running gender and race analysis based on creating a series of matched pairs, controlling for variables. By controlling for significant variables, the pairs can be then analyzed for gender and racial difference in salary.

The tool should work as follows:

Gender Analysis	Race Analysis
Matches are selected, controlling for: • Occupation • Race • Years at <company XYZ> • Ages	Matches are selected, controlling for: • Occupation • Gender • Years at <company XYZ> • Ages

Even though race is controlled for in the gender analysis and gender controlled for in the racial analysis, it is expected that the consultant will analysis the impact of both variables (e.g. white women vs. black women). The data should allow for this analysis.

PART 2

Analysis of the Data

The objective of this assignment is to give a precise analysis of income disparities detected in Part 1 to determine one of three things:

- The differences are not related to race and/or gender.
- The differences are related to race and/or gender in a way that is acceptable and does not point to bias. (An example of a factor related to gender, but not indicative of gender bias, is that women may have lower starting salaries than men of the same age because they statistically have less years of experience due to child rearing.)
- There are differences related to race and/or gender that indicate bias.

The consultant is expected to conduct a rigorous analysis of all contributing factors to determine which category they fall into. The notes in the following four pages give an indicative not exhaustive, outline of the type of analysis to be run.

NB: For all the instances of patterns occurring, analysis should be conducted for both race and gender breakdown. So for example, if there is a pattern to give black/colored/Indian managers higher salaries than their white counterparts, show if this is equally true for black/colored/Indian men as for black/colored/Indian women. So within the racial analysis, gender should be

considered, and within the gender analysis, race should be considered.

PART 3

Generating Solutions

In cases where gender and/or racial bias is detected, concrete solutions should be proposed that <company XYZ> can implement. The consultant should specify short-term versus long-term solutions, as well as relatively inexpensive versus more expensive solutions. The consultant should also recommend other ways of measuring progress towards income equity, beyond simply analyzing the data.

Gender: Hiring

Hiring: Acceptable Causes of Gender Differential				
Cause	Bias Favors	Example	Evidence	Remedy
Differential years of experience	Men	Men entering the workforce have more years of experience than women (because women have been caring for children or because men have had more opportunities in a male-dominated industry) and can therefore command a slightly higher entry salary.	Data that shows a statistical difference of male vs. female years of experience upon entry and a corresponding wage gap. This difference should be verifiable across racial groups, or shown to apply to only one racial group.	Acceptable. Ensure that competency is also a measure beyond years of experience for setting starting wages.
Market premium for scarce skills	Women	There are fewer female than male engineers in the marketplace, and women can therefore command a higher starting salary.	Market data (beyond <company XYZ>) demonstrating female ability to command a higher salary in certain fields.	Acceptable. Ensure that annual market studies are done to continue to justify higher wages.
Risk premiums in determining starting salaries	Men	An underground worker (generally male) is started higher on the salary band than an above-ground worker (more women) with the same level of skill because of the danger associated with underground.	Produce evidence that higher risk starting salaries are placed higher on the scale than lower risk salaries, regardless of the gender of the hiree.	Acceptable. Ensure that women are considered on an equal basis for higher risk jobs.

Hiring: Indications of Gender Bias				
Cause	Bias Favors	Example	Evidence	Remedy
Perception of different value based on gender	Men or women	A woman is perceived as a less competent shift supervisor (traditionally a male role) and therefore given a lower starting salary. A man is perceived as a less competent nurse (traditionally a female role) and therefore given a lower starting salary.	Data that controls for all other variables and still shows a bias or evidence. Alternatively evidence from people setting salaries.	To be proposed by consultant.
Women negotiators not as good as men	Men	Women are less likely to negotiate a higher starting salary and therefore, on average, receive a lower salary.	Data on proposed and negotiated salaries for men vs. women.	To be proposed by consultant.
Gender bias in grading of job	Men	A secretary (primarily seen as a women's job) is graded the same as a gardener (primarily seen as a man's job) and therefore they have equal pay, although arguably a secretary is a higher skilled job than a gardener.	This kind of disparity is not easily detected because the analysis controls for job categories and only does comparisons for men and women in the same category. There is a need to analyze all job descriptions to see if grading has gender bias.	Regrading of jobs. Other remedies to be proposed by consultant.
Bias against people caring for children	Men or women	A woman with children is seen as less valuable to the company because she has commitments to care for her children.	An analysis that shows that people with primary children responsibilities (male or female) are given lower starting salaries than those without.	To be proposed by consultant.
Bias against those without children	Men or women	A person with no children is seen as having lesser salary requirements and therefore given a lower salary.	An analysis that shows that people without children are offered lower salaries than people with children.	To be proposed by consultant.

Gender: Promotion

Salary Increase: Acceptable Causes of Gender Differential				
Cause	Bias Favors	Example	Evidence	Remedy
Market premium for scarce skills	Women	There are fewer female than male engineers in the marketplace, and women therefore command higher increases to retain them.	Market data (beyond <company XYZ>) demonstrating female ability to command higher increases in certain fields.	Acceptable. Ensure that annual market studies are done to continue to justify higher wages.
Competency-based increases counter-balance fewer years of experience	Women	A woman receives larger increases than her male counterpart because her original salary was lower (due to fewer years of experience), but her current performance is equal.	Evidence of lower starting salaries for women (based on fewer years of experience) and corresponding larger increases.	Acceptable. Ensure that women are rewarded on competency, and not just to catch up with men.
Fast tracking of female managers	Women	An female manager is fast tracked and receives quick promotion to help company reach its targets.	Evidence that female managers are promoted faster than men with similar performance rankings.	Acceptable. Ensure that clear targets are being met and that this is a temporary and not permanent measure.

Salary Increases: Indications of Gender Bias				
Cause	Bias Favors	Example	Evidence	Remedy
Perception of different value based on gender	Men	A woman is perceived as a less competent shift supervisor (traditionally a male role) and therefore given a lower increase.	Data that controls for all other variables and still shows a bias or evidence. Alternatively evidence from people determining salaries.	To be proposed by consultant.
Women not as good negotiators	Men	Women are less likely than men to negotiate increases.	Data on proposed and negotiated salary increases.	To be proposed by consultant.
Bias against people caring for children	Men or women	A woman with children is seen as less valuable to the company because she has commitments to care for her children.		To be proposed by consultant.
Bias against those without children	Men or women	A single person is seen as having lesser salary requirements and therefore given a lower salary.	An analysis that shows that people without children are offered lower salaries than people with children.	To be proposed by consultant.

Race: Hiring

Hiring: Acceptable Causes of Race Differential				
Cause	Bias Favors	Example	Evidence	Remedy
Market premium for scarce skills	Black/ Coloured/ Indian	Black/Coloured/Indian executives are fewer in the marketplace, and can therefore command a higher starting salary.	Market data (for <company XYZ>) demonstrating Black/ Coloured/Indian ability to command a higher salary in certain fields. Important to look at Blacks, Coloureds and Indians separately, as there are possibly different patterns for each.	Acceptable. Ensure that annual market studies are done to continue to justify higher wages.

Hiring: Indications of Racial Bias				
Cause	Bias Favors	Example	Evidence	Remedy
Perception of different value based on race	Whites	A person is perceived as a less competent manager because they are Black/Coloured/ Indian. This will occur particularly in technical fields or core operations.	Data that controls for all other variables and still shows a bias or evidence. Alternatively evidence from people setting salaries.	To be proposed by consultant.
Racial profiling in grading of job	Whites	Jobs are seen to be generally for Black/ Coloured/Indian people (i.e., HR, admin and soft skills) vs. for Whites (i.e. engineering and core operations management).	This kind of disparity is not easily detected because the analysis controls for job category and only does comparisons for Whites and Blacks/ Coloureds/Indians in the same category. Need to analyze all job descriptions to see if grading has a racial bias.	Regrading of jobs. Other remedies to be proposed by consultant.

Race: Promotion

Salary Increase: Acceptable Causes of Racial Differential				
Cause	Bias Favors	Example	Evidence	Remedy
Market premium for scarce skills	Black/ Coloured/ Indian	Black/Coloured/Indian managers are fewer in the marketplace, and can therefore command higher increases to retain them.	Market data (for <company XYZ>) demonstrating Black/ Coloured/Indian ability to command higher increases in certain fields.	Acceptable. Ensure that annual market studies are done to continue to justify higher wages.
Fast tracking of Historically Disadvantaged South Africans managers	Black/ Coloured/ Indian	An HDSA manager is fast tracked and receives quick promotion to help company reach its targets.	Evidence that Blacks/ Coloureds/Indians are promoted faster than Whites with similar performance rankings.	Acceptable. Ensure that clear targets are being met and that this is a temporary and not permanent measure.

Salary Increases: Indications of Racial Bias				
Cause	Bias Favors	Example	Evidence	Remedy
Perception of different value based on race	Whites	A Black/Coloured/ Indian is perceived as a less competent manager in a technical field (traditionally White dominated) and therefore given a lower increase.	Data that controls for all other variables and still shows a bias or evidence. Alternatively evidence from people determining salaries.	To be proposed by consultant.

2.1 Availability of Data

<Company XYZ> will provide the electronic data. However, some of the data required for the project is kept in files manually.

3. Minimum Qualification for Bidders

- a) At least five years of experience in conducting quantitative and qualitative analysis on worker-level data (labor studies), preferably in <country of operation>; and
- b) Proven record of successful project completion and professional survey teams.

4. Specific Outputs and Processes to be Reflected in Proposals

Technical and financial proposals must be submitted at the same time, but under separate covers. The length of technical proposal, including all annexes, should not exceed 25 pages. Specific outputs and processes to be elaborated in the proposals:

4.1 Technical Proposal

Sample Selection

- a) Propose a methodology to be used for this analysis that will accomplish the objectives.
- b) Discuss the level of precision that this methodology would provide, including a clear identification of any potential shortcomings.

Data Entry, Cleaning, Storage and Analysis

This would include:

- a) Measures for data security and data storage arrangements;
- b) Analyses of results, including the determination of margin of error and accuracy of findings; and
- c) Brief outline of survey report.

Timetable

- Provide detailed timetable of the project on the tasks just outlined and other important dates, as seen by the bidders.

4.2 Financial Proposal

A detailed financial proposal should be developed listing such aspects as daily rates per consultant,

time estimates, reimbursable expenses and VAT charges.

5. Consultations and Awarding of the Tender

The short-listed bidders will be required to consult with <company XYZ> to finalize the terms of reference of this survey. After the terms of reference have been finalized and tenders of short-listed bidders evaluated, the tender will be awarded.

6. The Consultant/Service Provider

The tasks will be carried out in consultation with <company XYZ>'s Manager: Compensation & Benefits and the company's Employment Equity Specialist.

7. Deliverables

The successful bidder shall be responsible for producing a final report, in both hard copy and electronic format, that contains the following:

- a) Description of the methodology as outlined in paragraph 4.1 of the terms of reference;
 - b) Description and analysis of main survey findings; and
 - c) Recommendations on solutions to eliminate disparities based on the outcome of the survey.
- The successful bidder will be required to prepare a PowerPoint presentation on the main arguments, findings and recommendations of the survey.

8. Contract Duration and Payment

The consulting firm will have a contract that will end approximately <insert>. The firm will receive payments according to the following schedule:

- 10 percent upon signing the contract;
- 30 percent upon submitting a satisfactory draft report; and
- 60 percent upon submitting a <company XYZ>-approved final project evaluation report, including PowerPoint slides and an executive summary.

9. Evaluation Criteria

Criterion	Weight
Experience and subject expertise	50
Proposed methodology	30
Black economic empowerment status (in the case of South Africa)	10
Previous involvement with <company XYZ>	10
TOTAL	100

10. Period of the Assignment

Approximately <insert>.

11. Location of the Assignment

The assignment will be carried out at the <company XYZ> operations in <insert>.

12. Intellectual Property and Confidentiality Statement

All data, information and models received from <company XYZ> for the purpose of this assignment are to be treated as confidential and are only to be used in connection with the execution of these terms of reference. All intellectual property rights arising from the execution of these terms of reference are assigned to <company XYZ>. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without express advance written authorization.

13. Closing Date

The closing time and date for receipt of proposals will be <insert>. No late submissions will be considered. Only short-listed candidates will be contacted. <Company XYZ> reserves the right to modify this current scope of work, if required. Please send four bound copies, as well as an electronic copy.

Submissions will be sent to:
<insert>

Appendix I:

Sample:

TOR to Incorporate Gender in a Health Risk Assessment

Scope of Work

<Company “XYZ”> Women in Mining Program
Health Risk Assessment of Potentially Suitable
Jobs for Women

1. Background

<Insert background on company XYZ and project
as needed>

2. Scope of Work

2.1 The Consultant/Service Provider

The Objective

<Company XYZ> will be appointing the consultant to undertake a detailed gender-based analysis on the health risk assessment conducted previously in <company XYZ> and identify suitable jobs and potential medical risks for non-pregnant, pregnant and breastfeeding women in mining (deep mine, shallow and mechanized), including in the Processing Division.

Gender Risk Assessments

- a. Examine the following existing qualitative and quantitative data on the health risk assessment conducted previously in <company XYZ> for all jobs. Assessment should be done in the following six areas:
 - Hazard assessment;
 - Noise measurements and surveys;
 - Gases measurement;
 - Heat assessments;
 - Vibration and physical turbulence assessment; and
 - Ergonomics assessment.
- b. Conduct a detailed gender analysis for the six risk factors listed above for all jobs. The assessment

should categorize risk for three categories of women:

- Non-pregnant and/or breastfeeding women;
- Pregnant women; and
- Breastfeeding women.

In this analysis, detailed risk assessment for these three categories of women should be prepared in terms of exposure, preparedness, perception of risk, response and psychological impact, as well as capacity to recover. Analysis should take into account potential differences in lifestyles and physical capabilities of men and women.

- c) Review current Personal Protective Equipment requirements per occupation and indicate any additional requirements for women, and pregnant and breastfeeding women, as necessary.
- d) Outline a proposal to <company XYZ> on how future job risk assessments can incorporate a gender perspective.

The consultant will use the following documents as a basis for the study:

- Health risk assessment report on assessments conducted previously in <company XYZ> per six risk types;
- Report on risk assessment of the hazards affecting pregnant employees in the base metals refinery and smelter; and
- Matrix outlining PPE requirements per occupation.

Other documents that may give helpful background and context include:

- Employment equity audit;
- Post employment equity audit plan; and
- Report on identification of alternative placement for pregnant and breastfeeding women.

Outputs/Deliverables

Provide a detailed report outlining the following:

- a) Full gender-based analysis of all the health risk assessments conducted in <company XYZ>. Reports should specify risks for each of the three categories of women and should cover each job outlined in the current assessment.
- b) Proposal on how to incorporate gender analysis on future risk assessment.

Findings and recommendations should be presented in a detailed report, as well as a summary PowerPoint presentation (10 to 15 slides).

4. Invitation

Experts in the areas, as envisaged in this terms of reference, are invited to submit technical and financial proposals for the implementation of the project. Successful bidders will be selected on the basis of past experience, technical expertise and competitive pricing. Include a detailed summary of previous experience in the scope of work and CVs of proposed personnel working on the project.

5. Evaluation Criteria

The steering committee will establish an adjudication committee that will evaluate the responses from the bidders.

Criterion	Weight
Experience and subject expertise	30
Black economic empowerment status (in the case of South Africa)	10
Previous involvement with <company XYZ>	5
Quality of proposed work	30
Value for money/ financial	25
TOTAL	100

6. Period of the Assignment

<insert>

7. Reporting

The Consultant shall report to <company XYZ>'s Manager: Occupational Health and Safety

8. Location of the Assignment

The assignment will be carried out in various localities of <company XYZ>'s operations.

9. Confidentiality Statement

All data and information received from <company XYZ> for the purpose of this assignment are to be treated as confidential and are only to be used in connection with the execution of these terms of reference. All intellectual property rights arising from the execution of these terms of reference are assigned to <company XYZ>. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without express advance written authorization.

10. Closing Date

The closing date for submissions is <insert>. No late submissions will be considered. Only short-listed candidates will be contacted. <Company XYZ> reserves the right to modify this current scope of work if required. Please send four bound copies, as well as an electronic copy.

Submissions will be sent to:

<insert>

Appendix J:

Sample:

Physical Requirement for Select Jobs

Jobs	Physical Requirement	
Loco Operator	Assessment Element	Priority
	Climbing over obstacles	3
	Kneeling	3
	Maximum lifting	3
	Frequent lifting	3
	Pulling a load	3
	Work above head/barring	2
	Climbing stairs	2
	Pushing load	2
	Restricted work areas	2
	Standing on ladder	1
	Table top	1

Belt Attendant	Assessment Element	Priority
	Lashing unrestricted	3
	Maximum lifting	2
	Frequent lifting	2
	Climbing stairs	2
	Impact activity	2
	Work above head	1
	Kneeling	1
	Sustained squat position	1
	Table top/stooping	1

Appendix K:

Sample:

List of Appropriate Jobs for Women

No.	Job Title	Physical Suitability Ranking
<i>Mining</i>		
1	Laborer	Medium
2	Non-production team	High
3	Locomotive Operator	Medium
4	Belt Attendant	Medium
5	Concentrator Plant Attendant	Low
6	Artisan Helper	Medium
7	Plant Attendant	Medium
8	Cleaner	Medium
9	Stoper team	High
10	Plant Operator	Low
11	SHE Advisor	Low
12	Administrator	Low
13	Planner Assistant	Low
14	Clerk	Low
15	Lamp Room Supervisor	Low

<i>Process</i>		
16	Security Officer	Low
17	Laboratory Analyst	Low
18	Shift Operator	Medium

Appendix L:

Sample:

TOR to Develop Sexual Harassment Training

TERMS OF REFERENCE (TOR)

<Company “XYZ”> Women in Mining Program Sexual Harassment Training

1. Objective

The objective is to address sexual harassment in the mining environment of <company XYZ>. The first phase of this work is to assist <company XYZ> to provide sexual harassment training to key groups at the mine. The project includes:

1. Design one-day training program for individuals sitting on a grievance committee.
2. Design one-day training program for investigators who will be investigating sexual harassment claims.
3. Provide one day of training to approximately 20 <company XYZ> employees who will be investigating sexual harassment claims.
4. Provide five one-day trainings (20 people each, reaching a total of 100) for individuals who sit on grievance hearings at <company XYZ>.
5. Conduct six two-hour empowerment workshops (25 people each, reaching a total of 150) for women working underground.

2. Background

<Insert background on company XYZ and project as needed.>

3. <Company XYZ> Context

<Insert description of current state of sexual harassment policy and processes, their state of implementation and state of training in company XYZ.>

4. The Scope of Work

<Company XYZ> will appoint the consultant to conduct a series of trainings on sexual harassment. The consultant must have demonstrated experience in conducting sexual harassment trainings within traditionally male-dominated industries and preferably within the mining industry. The tasks will be carried out in consultation with <company XYZ>'s Employee Relations Manager.

The work plan will focus on the following key areas and/or tasks:

4.1 Design of the Training Manual/Program

- Design a customized one-day sexual harassment training curriculum for grievance committee chairpersons.
- Design a customized one-day sexual harassment training curriculum for investigators.
- Design two-hour empowerment training for women working underground.

4.2 Sexual Harassment Training

Conduct the sexual harassment training in line with the existing sexual harassment training manual, as detailed below:

- Conduct training for 100 grievance committee chairpersons and members who are responsible for investigating and adjudicating grievances, including workplace harassment complaints. In total, five trainings will be conducted, each covering a group of 20.
- Conduct sexual harassment training for approximately 20 investigators who are tasked with investigating all complaints and grievances.
- Conduct six two-hour empowerment workshops (25 people each, reaching a total of 150) for women working underground.

The training for the grievance committee chairpersons and investigators should cover the following:

- Understanding all forms of sexual harassment, as outlined in the policy;
- Understanding sexual harassment process and procedures (formal and informal);
- The roles of immediate supervisors/line managers in dealing with sexual harassment cases; and
- Understanding the roles of the grievance chairpersons and investigators, as outlined in the processes and procedures.

The training for women working underground should cover the following:

- Understanding all forms of sexual harassment, as outlined in the policy;
- Understanding procedures to follow in reporting sexual harassment cases; and
- Understanding one's right to dignity and integrity as an employee.

5. Output/Deliverables Expected from the Firm

The service provider(s) is expected to:

- Provide two customized one-day sexual harassment training curricula, which will be reviewed and approved by the <company XYZ>'s Employee Relations Manager prior to delivery. The curricula should include PowerPoint slides and handouts.
- Conduct one-day trainings five times over the period of January 2009 to March 2009 for grievance chairpersons. Approximately 20 participants will attend each training session.
- Conduct one-day training for investigators.
- Conduct six two-hour empowerment workshops (25 people each, reaching a total of 150) for women working underground.
- At the end of the project, the service provider shall provide a detailed training report comprising of the processes followed and an action plan if there is a follow up. All trainings will be conducted at <company XYZ>'s operations.

It is anticipated that the initial training will be the beginning of a series of further activities, including a communication campaign, further training and ongoing monitoring. The service provider should not bid for these activities at this point, but it is anticipated that further work will evolve from this first project.

6. Minimum Qualification Criteria and Eligibility of Bidders

- Demonstrated track record and experience in undertaking sexual harassment trainings, especially in male-dominated industries within the <insert name of country of operation>.
- Nationally recognized training certification.

7. Timeframes and Submission Details

The assignment is expected to be undertaken between <insert> and <insert>. Interested candidates are requested to submit the following information:

- Technical and financial proposals (value-added tax inclusive);
- Company profile; and
- CVs.

8. Confidentiality Statement

All data and information received from <company XYZ> for the purpose of this assignment are to be treated as confidential and are only to be used in connection with the execution of these terms of reference. All intellectual property rights arising from the execution of these terms of reference are assigned to <company XYZ>. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without express advance written authorization.

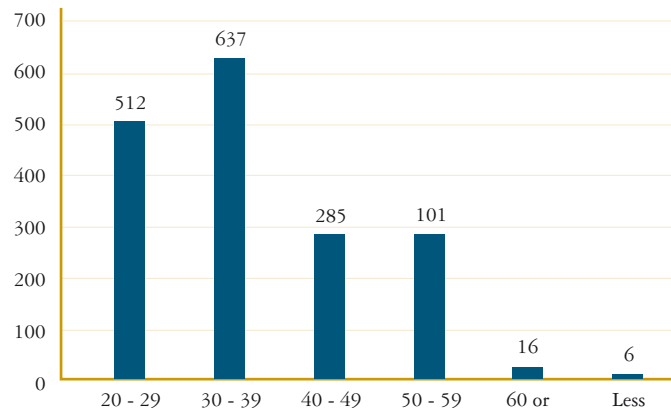
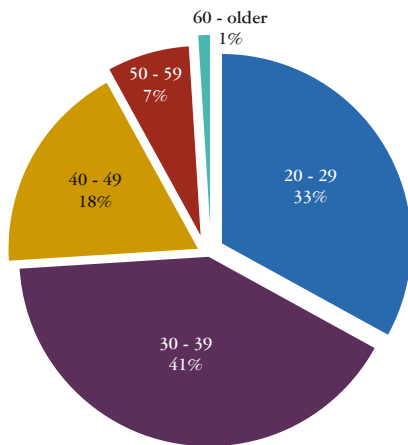
Please submit a hard copy and an electronic application to:
<insert>

Appendix M:

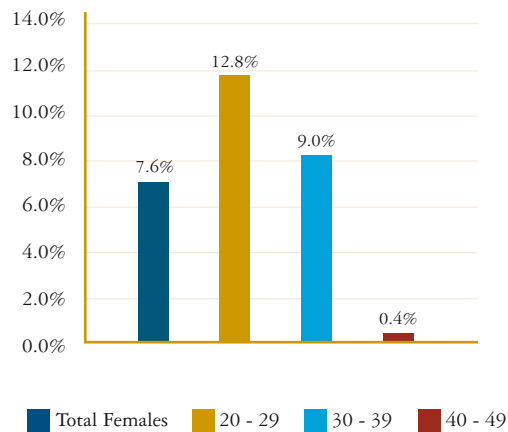
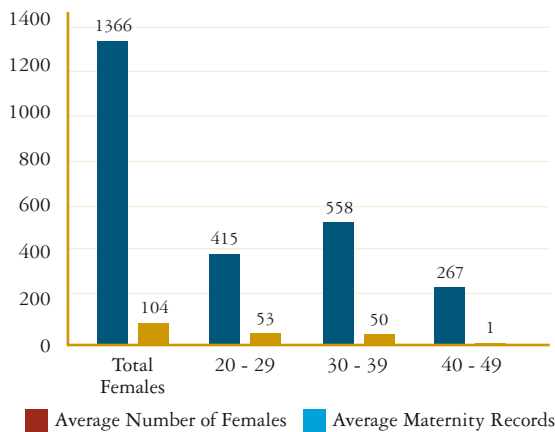
Sample:

Situation Analysis and Forecast for Pregnant Women

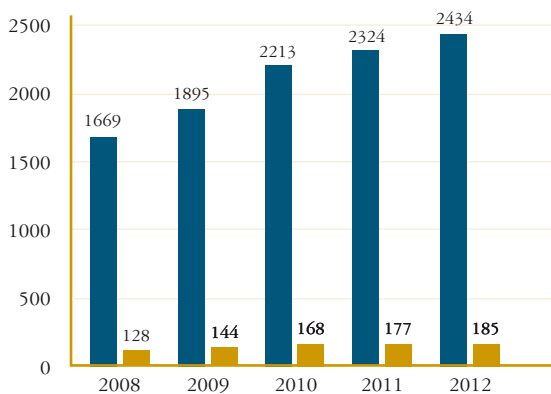
Total Female per Age Group



Average Females vs Maternity Records



Forecast - Number of Pregnant Women



Total Women Plan Total Pregnant

Appendix N:

Example of a Newsletter

PLATINUM CONVERSATIONS

LONMIN

April 2009



Empowerment in Action!!

Free Portable Skills offered, to all Lonmin employees affected by the Restructuring.

Training available on:

- Building
- Basic Motor Mechanics
- Welding and Torch Cutting
- Computer Skills
- Business Skills

- Sewing
- Cooking
- Electrical Appliance Repairs
- Security Training
- Agriculture








Empowerment in Action

23 March 2009 marked a new beginning for certain employees who put their names down for the portable skills training. Over 100 people showed up for their first day of training.

Portable skills training presents a great opportunity for us employees to equip ourselves with skills to become employed in the current economic environment. The skills can also be put to good use to sustain ourselves in the community.

"The 2nd Portable skills training intake is scheduled to begin in April. We encourage people to register and take advantage of this opportunity. The Labour Desk can be contacted for more information", said Bongi Shabane, Project manager for Portable skills training. ■

For more information contact the Labour Desk:
014 571 4892 or Labourdesk@lonmin.com or
 Visit the consultant on site at Wonderkop Old Recruitment Centre

TB

Visit a mine, Safely Register and obtain an ID for further information.

CARE WAYS

Tel: 0800 804 777
 Website: Lifelinecaremanagement@lonmin.com
 Address: Rose, Rpi, Westwood and Andrew Safely Hospital

LABOUR DESK

Tel: 014 571 4892
 Website: Labourdesk@lonmin.com
 Address: Wonderkop Old Recruitment Centre

New Chairman, Roger Phillimore Lonmin Plc Board



Chairman of Lonmin Plc, Roger Phillimore

Roger Phillimore has been appointed as the Chairman of Lonmin Plc by the Board on a permanent basis. Roger Phillimore had assumed the role of Chairman on an interim basis following the retirement of Sir John Green on 26 January 2009.

"I am looking forward to supporting our former CEO and his management team in their efforts to improve and strengthen our operations. With a new renewed emphasis on delivery of results, financial performance and the preservation of funds", said Roger.

The Board has concluded that his appointment is the most appropriate, given the significant changes to the business being implemented by our former Chairman, Sir John Green, and his management team. ■

Appendix O:

Sample:

TOR to Develop a Sexual Harassment Video

TERMS OF REFERENCE: Sexual Harassment Video

1. Objective

<Company XYZ> will be appointing a company to produce three five-minute videos on sexual harassment as part of the multi-pronged sexual harassment campaign to ensure that all employees are educated about what forms of behavior in the workplace constitute sexual harassment and about sexual harassment processes and procedures.

2. Background

<Insert background on company “XYZ” and project as needed.>

3. Scope and Timing of Required Services

<Company XYZ> will be contracting a company to produce three five-minute videos on sexual harassment. The footage for all three videos will be mostly the same, but each video will have a voiceover in a different language. The video will be used as the sexual harassment training and/or advocacy material to reach staff across all levels in <company XYZ>. The tasks will be carried out in consultation with <company XYZ>’s Corporate Communication Unit and Lifestyle Manager.

4. The Purpose of the Video

The video should cover the following three objectives:

- a) Understanding of what sexual harassment is and all forms of sexual harassment, as outlined in <company XYZ>’s sexual harassment policy;
- b) Understanding procedures to follow in reporting sexual harassment cases; and

- c) Understanding that <company XYZ> has zero tolerance to sexual harassment, and upholds one’s right to dignity and integrity as an employee.

5. Who is the Audience and Where will it be Seen?

The video will be shown primarily in two settings:

- a) At all locations at <company XYZ>: At the shafts, workers fetch lamps from the lamp room on their way underground. It is anticipated that the workers will not stop and watch the whole video at any given time, but instead will catch snippets of the video as they are gathering their belonging or waiting for the lift.
- b) At induction: Each employee goes through induction annually and the video will be shown in its entirety as part of the induction program.

6. Proposed Video Outline

The following is a proposed format for the video. <Company XYZ> welcomes alternative proposals on how to structure the video.

- a) Message from a celebrity figure regarded as a positive role model for workers, stressing zero tolerance for sexual harassment in <company XYZ> (20 seconds).
- b) Definition of sexual harassment (two minutes): This section needs great care and thought on how to convey its message. The preference is to make it interesting, but great sensitivity is needed to ensure pornographic/explicit/offensive material is not shown. Professional actors will be used to convey various common situations of sexual harassment and the forms it can take, such as:
 - Verbal;
 - Gestures;
 - Physical touching;

- Sex for job or promotion; and
 - Sexual harassment in an office environment.
- c) Processes for dealing with sexual harassment (one minute, 30 seconds): a voiceover by the celebrity figure would explain the following:
- Immediate reporting: voiceover/talking head and video of actors acting out a scene of reporting;
 - Grievance procedure process: voiceover with shots of people meeting; and
 - Rights of alleged victim and perpetrator voiceover/talking head.
- d) Close out comments on zero tolerance for sexual harassment (one minute): This section will include brief (five to 10 second shots) of the celebrity figure, <company XYZ> workers and management, saying that they stand against sexual harassment. The end of the video should comprise group shots of people saying together, “We at <company XYZ> stand against sexual harassment.” The same slogan can be repeated again and again, in different languages, by different groups.

It is envisioned that the video will be created as follows, to accommodate all languages spoken locally.

7. Specific Outputs Expected from Consultant

The firm should produce and deliver the video, which will be three to five minutes long, in DVD format.

8. Specific Inputs to be Provided by the Client

<Company XYZ> will do the following:

- Identify employees to act as actors and voiceovers.
- Schedule all employees for video shoot.
- Accompany the videographer on each shoot, as needed.
- Review and approve draft script.
- Review and approve draft footage and final.

9. Timeframes and Location of the Project

Location: The assignment will be carried out at the <company XYZ> premises.

Timeframe: This assignment will be completed between <insert> and <insert>.

10. Confidentiality Statement

All data and information received from <company XYZ> for the purpose of this assignment are to be treated as confidential and are only to be used in connection with the execution of these terms of reference. All intellectual property rights arising from the execution of these terms of reference are assigned to <company XYZ>. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without expressed advance written authorization.

Submissions will be sent to:
<insert>

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