

WOMEN IN MINING

NEWSLETTER

April 2010

Dear Women in Mining,

We hope to continue to hear from you!

We will be circulating a **survey** in the coming weeks, to get your input on the proposals put to us by the various Committees in the last few weeks, which are summarised below. When the questionnaire does circulate, please take a little time to answer it: the more responses we get, the better we can shape this organisation to reflect your interests and meet your expectations! Once again, we extend our thanks to the Committee members who have brought great enthusiasm and creativity to their proposals, and we look forward to continuing to work with them!

Membership

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The initiatives proposed by the Committee focus on maintaining current membership and increasing membership in the coming months. The basis of this work is the **data on members' profiles and interests**, and a questionnaire will be circulated in the coming weeks to update this.

The main proposal is to offer members better access to other members' information by way of a user-friendly and interactive **directory**, which would allow searches and hopefully become a valuable networking tool for members. The ideal solution seems to be to set this up on a **dedicated WIM UK website**, which would become an important aspect of the services offered to the members by the organisation. Clearly, this would be a huge project requiring funding, on-going management and an assessment of compliance with applicable regulation, particularly as regards data protection. The Committee has started working on proposals concerning the content and structure of such a directory, as well as ideas to streamline the process to collect and update members' information; they will continue this and will co-ordinate with the finance committee to assess the exact funding requirements for this project.

The Committee has also highlighted the importance of enhancing the group's **marketing material** in order to facilitate distribution to new contacts: we have started doing this by developing a short brochure, which will have to be updated regularly and will be online shortly on the WIM Portal until a WIM UK website can be set up; we hope this will allow each member to participate in raising this organisation's profile.

Finally, it is proposed to expand and streamline the methods of **communication within WIM**: currently this is mainly done by way of emailing by one coordinator, the mechanics of which could be improved and coordinated with other means of communication such as the WIM group on LinkedIn.

Another important issue concerning membership was raised in last month's newsletter: what, if any, could be the **role of men** in our organisation? We were delighted to hear back from some of you on that topic, and will be reflecting our proposal in the upcoming survey. Also check out on the next page some of the feedback received, on the same topic, from members of the LinkedIn WIM group...

Education

The aim of the Committee's proposals is to give students, and in particular female students in relevant disciplines within UK universities, the opportunity of networking with women in the mining industry in order to inform them of opportunities within the mining industry and facilitate their transition into professional life. This is the **future of the industry**, and of our membership.

The Committee proposes a staged approach, targeting to develop links with a limited number of universities in the coming years, with the ultimate objective of targeting also

Disciplines	Post graduates	Undergraduates
Mining engineering and geology	2010	2011
Social sciences: anthropology, geography, sociology...	2011	2012
Economics, finance and law	2012	2013

students at school level. The development of a WIM UK website would also be a valuable tool in reaching out to students.

In 2010, having prioritised and contacted the relevant university departments, the goal will be to establish a durable link with academics and/or heads of students unions and organise circulation of WIM information to the students regularly. Not only would we seek to organise a career-focused event in London as we did in 2009, but also events in the universities where a technical speaker would both discuss a topic relevant to mining and introduce WIM.

Events

A great calendar of events is being lined up for the rest of 2010! While we are organising a **seminar** approximately every other month as previously announced, the **informal drinks** each month are another, very relaxed, opportunity to get together.

In the autumn, we are planning to organise an event focused on **students and careers**, as we did last November. Finally, to finish the year in style, we are already thinking of building on last year's successful presence at **Mines and Money**: not only would we like to be at the conference once again, but one of our new objectives would be to organise a WIM reception on that occasion. These grand plans will be subject to funding, of course!

Finance

The Committee proposes to seek **financial support** from firms and companies in the mining industry in 2010, allowing WIM to develop the services and advantages it offers its members and continue to raise its profile.

At a later stage, the possibility of imposing membership fees will be assessed, with the objective of ensuring that the group remains open to as many women as possible.

A detailed **budget** will be drawn up in coordination with the other Committees, in which we currently anticipate that the most important items will be the development of a WIM UK website and a budget to organise and publicise WIM events.

In order to seek sponsorship and to ensure transparent management of the group's finances, it will become important to ensure that the company's accounting and tax situation is carefully assessed and monitored by external **auditors**, and we will be seeking support in this area.

It is important to note that WIM UK operates as a **non-profit organisation**, and will continue to do so. As the group's means and activities expand it may also become necessary to ensure continuous and dedicated management, which may entail remunerating one or several managers in the long term.

As you can see, there are many exciting plans to develop Women in Mining into the organisation you deserve. But these are all proposals, subject to your input and approval. So please let us know your thoughts: respond to the survey when it circulates, or get in touch with us, particularly if there is something you feel you could add to the mix!

We will be meeting for informal drinks in two weeks (Wednesday 14 April, see next page for details): this will be a great opportunity to continue our conversation on what you want to see in Women in Mining's future!



Barbara Dischinger
Editor

Meanwhile, on the internet...

For those of you who are on **LinkedIn**, you may have noted that I created a Women in Mining group—this is not limited to the UK, it is related to the WIM Portal which is global... A few weeks ago I asked the group whether men should be allowed to join the WIM group on LinkedIn. The resulting discussion was lively, including the following feedback:

"I strongly believe that the culture of WIM groups need to set an example of inclusiveness. Individuals who are supportive of the goals, mission and objectives of WIM should be welcomed regardless of their gender [...] Having supportive males as members can only benefit WIM as the present reality is that the minerals industry is still dominated by males"

"Very good and valid question, given the nature of the industry especially. Not to discriminate against men, at all, however Women in Mining was probably created for a reason? May be worthwhile to explore this further"

This reflects some of the discussions we have had in this group, trying to find the correct compromise on this subject. **So if you are on LinkedIn, join the group and speak up!**

Upcoming WIM Events



Next WIM Drinks

Host : Deloitte
When : Wednesday 14 April 2010 at 18:30
Where : Ground Floor - Benugo's
 2 New Street Square, London EC4A 3BF
Contact : Please RSVP to Janai Scott — janscott@deloitte.co.uk
 Please note the **change of venue** for these drinks, see you there!

Next WIM Seminar

Host : Mayer Brown International LLP
When : Tuesday 27 April 2010 at 8:15 am
Where : 201 Bishopsgate, London, EC2M 3AF
Contact : Please RSVP to Charlotte Howe
chowe@mayerbrown.com or +44 20 3130 8730
Speaker: **Julian Dawson**
 Founder, Durler Natural Resources
Topic : *The future of leadership in mining - A woman's place in the boardroom*
 For more details, please see the next page.

Save The Date!

Building on the success of the last three years' events, the Society of Petroleum Engineers, in association with the Energy Institute and Women in Mining, are organising their fourth **Annual Seminar for Women in the Energy Industry**, on **Thursday 13 May 2010** from 09:15 to 17:00, at the Geological Society in London.

This one-day seminar will focus on "***The Next Step – Make Your Ambitions A Reality***", addressing key challenges women face in the extractive industries, allowing senior women in the energy and the mining industry to share their experience and advice and offering expert-led mini workshops and career-oriented sessions. The agenda includes sessions such as "*Asserting myself - my personal journey*", "*What do you really want?*" and "*Assertive not aggressive – 5 top tips*". The workshops will focus on "*Fast Track Your Career / Your Own Personal Brand*" and "*Good Negotiation*", before the day concludes with a session on "*The Importance of Finding the Right Mentor*", a mentoring break-out session and networking drinks. We are particularly delighted to note that the mining industry will be represented among the speakers.

For more information, please check the SPE website at www.spe-uk.org, under "London Events". Registration is only **£35** and early booking is highly recommended: book online at <http://www.katemcmillan.co.uk> or by emailing katespe@aol.com or calling 077 3607 0066.

Join Us

27 April 2010

Key Event Information

Date

Tuesday,
27 April 2010

Registration & continental breakfast

8.15 a.m.

Presentation

8.30 a.m. - 10.30 a.m.

Location

Mayer Brown
International LLP
201 Bishopsgate
London, EC2M 3AF

The future of leadership in mining - a woman's place in the boardroom

1. Investing in projects through people
2. The real message for investors - where value really lies
3. Open mindedness and moral courage
4. Nepotism and vested interest

Speaker:

Julian Dawson,
Founder, Durler Natural Resources

Julian Dawson founded Durler Consulting Ltd in 2001. A well travelled former British army officer, he set out to establish businesses in the Far East and found that the scarcity of highly qualified, but also highly principled and motivated business leaders, was very acute.

He decided to concentrate on finding exceptional people for very difficult roles in difficult contexts, many of Durler's case studies are therefore cross-border, multi-jurisdictional or have multicultural implications.

He believes in an individual's ability to bring their own unique brand of leadership to a commercial organisation and also conducts extensive business coaching in order to bring the best out of high potential individuals.

Julian has commissioned and published primary research on the challenges of keeping top talent in businesses through maternity leave and other life choices, as well as 'Who rules the boardroom', the interplay between executive directors and institutional investors. While not technical himself, he comes from a long line of engineers and is a director of a fledgling pre-IPO mining business.

Tuesday 27 April 2010

Registration & continental breakfast: 8.15 a.m.

Presentation: 8.30 a.m. - 10.30 a.m.

Location

Mayer Brown International LLP
201 Bishopsgate
London, EC2M 3AF

Register:

If you are interested in attending this breakfast briefing, please reply to Charlotte Howe chowe@mayerbrown.com or +44 20 3130 8730

WIM Events



In case you missed it, we report on...

WIM Seminar of 10 March 2010

Women in Mining: The IFC -Lonmin Programme

Sujata Lamba, Senior Manager and Head of the Global Linkages Unit of the Corporate Advice Department of **International Finance Corporation (IFC)**, explained how the initiatives implemented under the IFC - Lonmin Women in Mining programme were developed into a model for other mining businesses seeking to integrating women into their workforce and supply chain.

Women often miss out most on the potential **benefits** of extractive industries, while the environmental and social **risks and burdens** of mining largely fall on women, including the loss of productive land, risks of marginalisation and increased health risks such as HIV/AIDS.

It is with these realities in mind that the IFC-Lonmin partnership was created in 2007 to assist the company in promoting sustainable economic development of its mining operations and the surrounding areas. This included initiatives such as the **Women in Mining Programme** to promote the employment and retention of women in Lonmin's workforce and the **SME Linkages Programme** which created opportunities for women-owned firms.

In 2006, women accounted for 4.3% of workforce and there was no gender structure, ownership or budget. A two-year programme was constructed and implemented, for a total cost of approximately \$735,000. This entailed building an implementation structure and capacity building, allocating personnel and resources and tracking recruitment and retention figures. A number of elements attested to the programme's success, including:

- ◆ The appointment of a full-time **women coordinator**;
- ◆ The increase of the **number of women in the workforce** by 50% to a total of 6.9%;
- ◆ The successful implementation of more than 15 **dedicated initiatives** in five thematic areas: Structures & Policies, Facilities & Jobs, Recruitment & Retention, Organizational Culture/Diversity and the WIM Business Case; and
- ◆ The development of four **policies**, including sexual harassment and maternity policies.

It is on this basis that the Women in Mining Manual was devised. It provides a conceptual framework and a step-by-step guide to integrating women into the mining sector. The manual defines a programme which the program leadership, along the engineering, medical, human resources, and training, cultural change and communications departments, can implement the WIM program in three phases:

- ◆ **Preparing**, which includes a thorough analysis of the current status and perhaps modifying management and governance structures, policies and procedures and even the physical environment to allow the integration of women;
- ◆ **Recruiting** and training women, particularly for jobs with appropriate physical requirements, which also requires communicating both within and outside the business to increase awareness of women's employment and issues; and
- ◆ **Retaining**, including by tackling the key issue of alternative placement for pregnant and breastfeeding women.

The key to success is an analysis of how women are included at each step of the operations, with results monitored by department.

Welcome New Members!

The latest review of membership lists shows that we now have over 450 members!

- ◆ Margarita Agapidou, looking for a new challenge, previously Regional Commercial Manager, Central & Eastern Europe and CIS, Rio Tinto
- ◆ Jane Marsden, Partner, Memery Crystal LLP
- ◆ Hannah Wylie, Head of Extractives, Wilbury Stratton
- ◆ Louise Collinge – Mining Analyst, Evolution Securities
- ◆ Sarah Ruck, Principal Social Scientist, EBRD
- ◆ Anna Klukowska, International Governments and Industry Relations Executive, De Beers Group
- ◆ Carole Cable, Partner, Brunswick Group LLP
- ◆ Taskeen Ali, Treasury
- ◆ Karen Goepfert, Macquarie
- ◆ Klara Kaczmarek, Account Director, Pelham Bell Pottinger
- ◆ Vivian Pratt, Government & Social Affairs, Anglo American



WIM Membership

The network's members are a good representation of the diversity in the mining industry: each month, we try to get to know one or two members, and their profession, a little better...

Meet... Sally Schofield, VP Investor Relations for European Goldfields.

Sally joined AIM/TSX European Goldfields in November 2009 to head up the newly formed Investor Relations function with the aim of rebranding the company to better prepare for its plans to make the transition from an explorer-developer to a mid tier producer. Sally came out of Camborne School of Mines in 1995 and since then has worked in a variety of natural resource and construction related businesses. She relocated to Chile full time in 2006 as Director and COO of an AIM-listed exploration company and returned to London, via an 11 month break on Cottesloe beach, in August last year. Sally is also Director and Co-founder of Entendia Ltd, a natural resource focused enterprise and a Director of Edenville International, a private company with uranium assets in Tanzania.

Her business skills have been recognised by several external parties, including Management Today, The Courvoisier Future 500 and HM The Queen when she was received at Buckingham Palace in recognition of her Outstanding Contribution to Women in British Business.

To add to her already hectic timetable, Sally is pregnant and expecting her first child in September. **Congratulations!**



WIM Insight ...

The new UK Bribery Law: Is your company prepared?



The recent bribery cases of BAE Systems and Mabey and Johnson and the conviction and imprisonment of Rio Tinto executives in China highlight the vulnerability to corruption of companies operating internationally and the potential penalties.

New UK Bribery Law

In October 2010, the Bribery Bill, published by the Ministry of Justice in 2009, is expected to come into force. The UK has been subject to international criticism for some years for its fragmented and outdated anti-bribery laws. The new legislation will however be tougher, have international reach and will see companies and individuals subject to unlimited fines and imprisonment for up to 10 years for acts of bribery - whether occurring in the UK or anywhere in the world.

From previously being criticized as unresponsive to corruption, when the new law comes into force, the UK will have one of the toughest anti-corruption regimes, on par with the US. Like the US, it will also look to companies to be proactive self-reporting cases of bribery and corruption-risk.

Impacts for UK-registered companies

The changes to UK bribery law are particularly significant for UK-registered companies and companies doing business in the UK. It is a crucial that companies are aware of the new law and that they are preparing for its enforcement by putting in place baseline requirements, such as anti-bribery policies and training.

Can your company answer 'Yes' to the following?

- i. Does the company have a detailed, up-to-date anti-corruption policy?
- ii. Has the Policy also been implemented in businesses of which is has control?
- iii. Is anti-corruption training provided to all directors, employees and key risk 3rd parties?
- iv. Does the company have procedures to address and remediate incidents of bribery?
- v. Is there regular, independent assessment of the company's anti-corruption programme?

The new law is particularly significant for extractives companies, many of whom operate in some of the highest corruption-risk countries in the world including China, Russia, Kenya, Nigeria, Venezuela, the DRC, Zimbabwe, Peru and Columbia.

For UK-registered companies, there are three potential offences under the new law:

1. Offering or receiving bribes
2. Bribing a foreign public official
3. Failing to prevent bribery on the corporate's behalf.

Offences under the act – for companies and for individuals – apply regardless of where the bribes are offered or received and whether or not the bribery is direct or indirect, through a third party.

A company will be potentially liable not only for the acts of its employees, agents and contractors but also of its joint venture partners – a very wide potential liability. Potential liability for the acts of joint

venture partners is of course particularly significant to the mining industry. Companies which are not UK-registered, but do business in the UK can be charged with the offence of failing to prevent bribery.

Penalties

There is no upper limit on the fine that can be imposed on a company under the new law for failing to prevent bribery. In February 2009, in admitting charges of bribery BAE Systems was fined £250m in the US and £30m in the UK – the largest corporate fine imposed in the UK to date. Companies convicted of bribery may also be prohibited from tendering for government contracts. Individuals convicted of bribery, including senior company officers, may face a maximum 10 year prison sentence and/or an unlimited fine.

The “Adequate Procedures” defence

The sole defence available to a company to the charge of failing to prevent bribery will be to demonstrate that it had in place “adequate procedures” to prevent corruption. It will be the responsibility of the company under investigation to prove that they had in place adequate procedures to prevent corruption.

“Adequate procedures” is not defined in the Bill. The Serious Fraud Office (SFO) has however issued guidance on what “adequate procedures” will include. It sets out that “adequate procedures” will include, among other measures:

1. a clear statement of anti-corruption culture by the company executive
2. A code of ethics
3. An anti-corruption policy
4. Anti-corruption training
5. Regular checks and auditing
6. A whistle-blowing helpline
7. Procedures for remedial action

To satisfy the requirements of “adequate procedures” Board members must show visible leadership on anti-corruption and anti-corruption training must be provided to employees to embed a robust anti-bribery culture. A wide range of functions need to be involved in developing, embedding and maintaining a company’s anti-bribery programme, including Legal, Compliance, HR, Finance and Internal audit.

The Serious Fraud Office (SFO) will issue further guidance in the summer of 2010, three months before the new law comes into force. This guidance will be available on the SFO’s website: <http://www.sfo.gov.uk/>.

An anti-corruption policy

An effective anti-corruption policy must address corruption-risks specific to the company and to the countries and cultures where it operates. At a minimum, the policy should address: gifts, entertainment and hospitality; facilitation payments; engagement of intermediaries (including vetting, due diligence and risk assessment); and political contributions and lobbying.

Specifically for companies in the extractives sector, a robust anti-corruption policy should include the above - as well as declaring conflicts of interest, use of company assets, dealing with government officials and lobbying, charitable donations, sponsorships, social and community investment and mergers and acquisitions.

To be able to rely on the “adequate procedures” defence, a company should regularly review its anti-corruption policy in the light of the policy’s impact and in response to new corruption-risks which may emerge. An anti-corruption policy must be a living document, reflecting current corruption-risks and the company’s response.

Anti-bribery training

Anti-bribery training must be delivered to underline the company’s commitment to an anti-bribery culture. Appropriate personnel to receive the training are those particularly in roles with responsibility for resources - financial or physical and those in ‘front-facing’ roles such as Supply Chain, Procurement, Business Development, Exploration, HR, Government liaison – where inter-actions with government and other companies involve potential corruption-risk. The training should address general corruption-risks and those specific to the business and might usefully draw on employees’ experiences of risks they have encountered in their work.

Companies without an anti-corruption programme need to act now, as a robust programme will undoubtedly take time to implement. Although the Bribery Bill will not apply retrospectively when it comes into force, companies need to be prepared to show that adequate procedures are in place and are actively combating corrupt-risk.

Michelle Witton is a lawyer and Governance & Ethics consultant. Most recently Michelle wrote and implemented Anglo American’s Anti-corruption Policy and anti-corruption workshop and online training. If you would like to discuss your company’s anti-corruption policy and training needs contact Michelle on 07950 932070 or mwitton@hotmail.com.



WIM Experience ... The Boulby Geoscience Project

Melanie Sapsford MRSC and Emily Simpson share their experience on this joint research project of Durham University and Cleveland Potash Ltd (CPL).

Situated at the edge of the **North York Moors National Park**, CPL represents an important employer in the region, with over 800 people working at the mine. Though potash was first discovered in the 1930s whilst test drilling for oil, construction didn’t start on the mine until 1969 with the first product being delivered in 1973.

Day-to-day work at the mine is split into three shifts operating 24 hours a day, seven days a week. Each shift begins with a seven and a half minute ride in the cage down the man shaft, one of two shafts sunk to service the mine. The 1100m descent takes you through approximately 230 Ma of geology in 5 minutes, plunging into the Permian Zechstein evaporites.

Mining crews drive modified transits and landrovers for up to ~13km through **two roadways** cut into the underlying, more stable, salt deposit to the working potash districts. The salt is mined primarily for road de-icing and is usually governed by development required to reach potash targets, however the recent particularly cold winter has put heavy demand on salt resulting in extended salt mining periods, putting a strain on potash production.

Once off the main roadways, they drive up into the Potash seam, comprising a weaker sylvinite and halite deposit, with about 9-12m of rock between the roof of the access road and floor of the potash district. **Mining** is carried out using remotely operated electrical 90 ton continuous miners, or "Heliminers". The seam averages 7m in thickness with a 3.8m cut being taken leaving a 2m competent roof beam in the potash. Once mined, the districts are ultimately left to collapse because of the weakness of potash. This natural process is slowed considerably by use of rock bolting and other various methods of structural support work, thus allowing more time to safely extract the ore. Conditions at the face can vary depending on the volume of air being supplied and how deep the workings are. With the majority of the workings now being **under the North Sea** and gradually becoming further and further away from the bottom of the shaft, there is an ever increasing need for fresh air to be forced down the roadways to the miners at the face, with temperatures reaching 40°C.

The **largest electric DC motor in the northern hemisphere** at 7000 hp is used to haul the ore up the rock shaft to the surface, where it is then moved to processing plant to be turned into saleable product primarily for either direct application to the land or more complex nitrogen, potassium, potash (NPK) fertiliser manufacture.

In order to 'sure up' reserves, horizontal **exploration drilling** is carried out up to 2000m away from active mining sites. Samples of the retrieved core are taken and these, along with other information gathered from the geology, are used to accurately plan and predict seam variations and future roadways for further development.

Durham University and CPL have been research partners since 2002. The aims of this **collaboration** are to investigate subsidence prediction, mineralogy, rock deformation and strain transmission, and the impacts of potential future mining and coastal processes. This collaboration has led to a large number of very high level research papers and the Boulby Geoscience Research Group is currently investigating:

1. **Surface Science** – the project team has a strong track record of research into surface processes at Boulby, most notably on the rock cliffs that are so characteristic of this area, which is a key part of the Boulby project as a whole.
2. **The mechanical properties of the materials** – in order to be able to develop proper experimental spaces we need to understand properly the mechanical characteristics of the rocks at Boulby. We will therefore be conducting a very detailed experimental programme to investigate the evaporite rocks in and around the mine site making use of the state of the art facilities in Durham.
3. **The chemical properties of the evaporite rocks** – it is important to understand the chemical and mineralogical properties of the rocks within the mine. Therefore we will be undertaking a very detailed investigation of these materials, again using the analytical facilities in Durham.

Evaporites deposits are widespread throughout the world yet the evaporites themselves can only form in arid or semi-arid conditions – this makes evaporites a crucial tool in reconstructing paleo-environmental condition at the time of formation. The evaporites from Boulby formed in the Permian in an area known as the Zechstein Sea. The analysis of samples taken from CPL are important as when layered they give an idea of stratigraphical analysis of the potash deposits which benefit the scientific community by

developing a better understanding of the palaeoclimate and palaeoenvironment of the Zechstein Sea. The stratigraphical analysis can also help the mine form better mining policy. Spatial analysis and geochemical modelling also allows for a more comprehensive understanding of the water chemistry from the various deposits around Boulby as well as conversion of minerals due to environmental conditions.

Melanie Sapsford is a Postdoctoral Research Assistant, part of the Boulby Geosciences Research Group, working at Durham University. Her background is in mineralogy and geochemistry.

Emily Simpson is a Geologist working for Cleveland Potash Ltd. She graduated from Durham University.



Newsletter Team

Please contact us with any comments, ideas or contributions for the next newsletter.

We look forward to hearing from you!

Barbara Dischinger — Editor

☎ 079 8610 810

✉ barbara@greenmining.co.uk

Ludivine Wouters — Editor

☎ 075 1572 6243

✉ lwouters@woutersadvisers.com

Mary Hood — Contributor

☎ 079 8997 6668

✉ mahood@deloitte.co.uk

The UK Women in Mining group was created in 2006 by Barbara Dischinger, a senior executive search consultant, to offer its members information, support and networking opportunities and to contribute to the promotion of women in mining. It now offers over 400 members regular updates by way of a monthly newsletter and events calendar and important networking opportunities, including informal drinks and speaker events, and coordinates with similar groups world-wide via the Women in Mining global portal:

www.womeninmining.net