

Gold mining's contribution to SDG 5 Gender Equality



About the World Gold Council

We're the global experts on gold.

Leveraging our broad knowledge and experience, we work to improve understanding of the gold market and underscore gold's value to individuals, investors, and the world at large.

Collaboration is the cornerstone of our approach. We're an association whose members are the world's most forward-thinking gold mining companies. Combining the insights of our members and other industry partners, we seek to unlock gold's evolving role as a catalyst for advancements that meet societal needs.

We develop standards, expand access to gold, and tackle barriers to adoption to stimulate demand and support a vibrant and sustainable future for the gold market. From our offices in Beijing, London, Mumbai, New York, Shanghai, and Singapore, we deliver positive impact worldwide.

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For more information

Please contact:

Hannah Brandstaetter
hannah.brandstaetter@gold.org
+44 20 7826 4701

Cover photograph: Endeavour Mining.

Introduction



SDG 5: Achieve gender equality and empower all women and girls

SDG 5 focuses on gender, and on eliminating discrimination, violence and the exploitation of women and girls, as well as ensuring women are afforded the same economic, leadership and decision-making opportunities as men and have access to reproductive health care.

“ Gender equality is more than a goal in itself. It is a precondition for meeting the challenge of reducing poverty, promoting sustainable development and building good governance. ”

*Kofi Annan,
Former Secretary – General of United Nations*

There is no equitable sustainable development without gender equality and this is therefore reflected in the UN Sustainable Development Goals (SDGs), as SDG 5. The SDGs are a framework which was established in 2015 by the UN General Assembly with the mission to achieve a better and more sustainable future for all by 2030.

For many people, mining has historically been considered as ‘man’s work’. As recently as 2019, female representation in the industrial mining sector was estimated at only 5-10%.¹ Last year, the World Gold Council published estimates of the level of female representation in its members’ workforce at 17%.² Whilst this is still unacceptably low it suggests that change might be occurring, at least in the gold sector, and that many companies are putting increased emphasis on attracting and retaining female talent. Albeit, there is clearly an opportunity to accelerate this change.

Many companies are looking to increase female participation because it leads to better business outcomes such as diversity of thought and a more engaged workforce.

Some of the renewed focus on building a more gender-inclusive mining industry also stems from societal pressure, higher expectations from investors and, in some places, increases regulatory requirements.

However, in some countries it is still forbidden for women to work in the mines. In many countries, until recently, women were prohibited from working in certain roles, especially underground. According to the World Bank there are still 60 countries that have laws in place that restrict women’s employment in mining.³

Until overall numbers of women working in the industry rise very substantially, significant efforts need to be made to remedy this structural imbalance. This will require mining companies to be pro-active in attracting women, while actively removing barriers to their advancement. Companies will also need to adapt to a larger female workforce and put measures in place to ensure that they are fairly treated.

1 Penny Bamber, Vivian Couto, and Karina Fernandez-Stark, “Industry 4.0 in developing countries: The mine of the future and the role of women,” World Bank, January 28, 2019, worldbank.org

2 *The social and economic contribution of gold mining* | World Gold Council

3 *Women, Business and the Law 2020* (worldbank.org)

4 www.imf.org/en/Publications/Policy-Papers/Issues/2018/05/31/pp053118pursuing-womens-economic-empowerment



Courtesy of Newmont Mining.

Mining and women in the community

A recent report by the International Monetary Fund⁴ highlights how women's economic empowerment boosts productivity, increases economic diversification and income equality in addition to driving positive development outcomes. Large-scale gold miners have a significant role to play in supporting social and economic development and women's economic empowerment is central to realising gender equality.

Gold mining often takes place in remote and underdeveloped locations where there is a lack of infrastructure and employment opportunities. The industry can therefore create significant economic opportunities and can be a catalyst for development by offering well paid jobs, providing training opportunities, and support for local communities.

In our 2021 report, *The Social and Economic Contribution of Gold Mining*, we highlight that, on average, 95% of our Member companies' workforce is drawn from the countries they operate in, compared to 5% of expat employees. This includes women who might have not had these opportunities otherwise. In addition to this, many gold mining companies help women in surrounding communities through, for example, establishing cooperatives and businesses to participate in the mine's supply chain.

Retaining female talent

Companies in a range of economic sectors all over the world are increasingly recognising the importance of diverse teams. It is estimated that, in 2022, 75% of organisations with decision-making teams with a diverse and inclusive culture will exceed their financial targets. On average, gender-diverse and inclusive teams outperformed less inclusive teams by 50%.⁵

But the gold mining industry's challenges are not just about attracting talent. Studies also show that women are most likely to leave the mining sector before they reach middle management. Some of the reasons for women leaving the mining sector include that they feel that work is no longer intellectually challenging, and they perceive that there are fewer advancement opportunities than there typically are for their male colleagues, as well as company culture issues and a lack of diversity beyond the entry level.⁶ This clearly indicates that early support in women's careers can be critical to increasing diversity within the sector.

One of the most challenging aspects of getting to gender parity within the mining industry is ensuring that the industry is seen as a good career choice for women. This challenge is further emphasised through the reputational issues that the sector has to combat in regard to its treatment towards women and minorities. Whilst there is a lot that has to be overcome, there are promising signs that the sector is starting to make the necessary changes to become more inclusive.

⁵ *CIOs should embrace DEI to build successful teams* (gartner.com)

⁶ *Why women are leaving the mining industry and what mining companies can do about it* | McKinsey

Women in mining profile

Melissa Harmon

General Manager at Newmont

Location: Cripple Creek and Victor Mine, Colorado

Melissa completed her mining engineering degree at the Mackay School of Earth Sciences and Engineering at UNR and began work with Newmont right after graduation.

She has over 20 years' experience in gold mining and has spent time in a variety of roles from engineering and operations management to corporate positions across the USA, Canada and Ghana. In early 2020 she transferred to the Cripple Creek and Victor Mine in Colorado and is currently the General Manager there. Melissa is determined to continue the drive for better inclusion and diversity in the mining sector.

Prejudice in the mining industry and how Melissa overcame it

Reflecting on her successful career to date, Melissa has experienced examples of bias against women in the mining sector. These can limit opportunities for women in the industry, and ultimately impact career progression.

Performance bias is one of the areas she struggled with the most. In this concept one believes that a man can do something even if he's never done it, but a woman can only do it if we have seen her do it before. We often demand proof of capability from women, where we don't always demand the same proof from men.

To overcome this bias, Melissa has taken a very active role in her own career development and encourages women entering the industry to be vocal, ask for the opportunities you want and be clear as to what you want to aspire to. She says that this doesn't always come naturally to women, but it is necessary in a male dominated industry like mining for women to take control of their own career development and advocate for themselves to break those biases that otherwise exist.



The Responsible Gold Mining Principles – Gender Focus

The Responsible Gold Mining Principles (RGMPs) emphasise the importance of creating a more inclusive working environment, including through equal opportunities for women.

The RGMPs set out clear expectations for consumers, investors and the downstream gold supply chain as to what constitutes responsible gold mining. The RGMPs were launched in September 2019, after the World Gold Council had consulted with key industry stakeholders across the globe. The RGMPs are based on 51 Principles which cover key environmental, social and governance issues for the gold mining sector. Conformance with the Principles is subject to independent third party assurance which has to be publicly disclosed. Conformance with the RGMPs is a requirement for members of the World Gold Council. In addition, several non-members have also adopted the Principles as the organising framework for their ESG programmes.

The RGMPs also clearly address the need to support women working in mining and, in parallel, to ensure that the distinctive voices of women and girls are understood through impact assessments and factored into community consultations.

Through the lengthy consultation process that contributed to the design of the Principles, it became clear that gender needed to be an area of focus for the gold mining sector. This was also mirrored when the World Gold Council attempted to ensure close alignment between the Principles and the Sustainable Development Goals.

While gender issues are relevant to many of the Responsible Gold Mining Principles, including in relation to

Impact assessments (2.4), Stakeholder identification and engagement (2.2), Local procurement (3.2) and Human rights (Principle 5), Principles 6.6 and 7.2 are of particular significance.

Principle 6.6: Women and Mining, sets out to identify and resolve any barriers to the advancement and fair treatment of women in the workplace. The Principle also sets out a clear expectation that responsible gold mining companies should contribute to the socio-economic empowerment of women in the local communities around their operations not only as employers, but also through the supply chain, training, and community investment programmes.

Principle 7.2: Understanding Communities. This states that responsible gold mining companies must be especially vigilant about the dangers of causing the kinds of impacts that disproportionately affect women, children, Indigenous peoples and other potentially vulnerable or marginalised groups.

At the launch of the RGMPs, Women in Mining UK (WIM), a non-profit organisation that promotes and progresses the development of women in the mining and mineral sector, highlighted that the RGMPs went further in promoting gender diversity and sensitivity to the position of women in society than any other previous mining industry framework or guidelines.



What can mining companies do?

The following sets out a range of options that might be appropriate for mining companies to adopt:

- Put in place a strong company-wide gender equity policy and review other existing policies to identify any risk of them creating a bias against women
- Make a firm commitment to gender equity in relation to wages and benefits
- Ensure the provision of gender-appropriate Personal Protective Equipment (PPE)
- Provide appropriate health and sanitation facilities, including, sanitary disposal receptacles
- Enhance awareness of forms of harassment, discrimination and violence through codes of conduct and training
- Ensure protections for female employees against harassment and discrimination
- Ensure employees know their legal rights and have access to robust, confidential, and independent reporting mechanisms and support services
- Adopt a zero-tolerance policy regarding gender-based violence in the workplace
- Undertake education, training, internship and mentoring programmes, with special attention to STEM skills, to encourage women and girls to explore careers in mining
- Encourage male employees to play an active role in creating a gender-sensitive workplace environment
- Adopt family friendly policies that allow women and men to work flexibly during key periods of family/caring responsibility
- Set ambitious targets for female representation at all levels and incentivise managers to deliver against them
- Adopt a multi-stakeholder approach to encourage the attraction and participation of women including through working with trade union representatives
- Develop metrics and collect data to monitor the success of programmes to recruit, retain and advance women
- Create inclusive workplaces and set a tone from the top through the recruitment of women to Boards and C-Suite positions.

More can be found in the document:
Women in Mining and the Responsible Gold Mining Principles - A guide to best practice.

Artisanal and Small-Scale Mining – Too often women’s disadvantage is reinforced

Whilst the Responsible Gold Mining Principles only apply to large-scale mining, when we speak about gender, it is also important to acknowledge the artisanal and small-scale mining (ASM) sector. ASM generally refers to a form of mining that uses basic technologies and is labour, rather than capital, intensive. Because of the high levels of informality, and sometimes illegality, in the informal sector it is difficult to produce authoritative data on female participation. However, according to the World Bank supported DELVE project, women constitute approximately 30% of the overall ASM workforce. Although it is often associated with problematic practices, such as mercury pollution, lack of land rehabilitation, the use of child labour and the prevalence of smuggling and illicit flows, ASM is an important source of livelihoods for many millions of families.

Regrettably, women often find it difficult to participate in ASM on equal terms with men. In part this is because, in many cases, familiar sources of female disadvantage, such as shouldering a disproportionate share of domestic and family responsibilities, and poorer access to education and training opportunities, inhibit their ability to compete with male colleagues for key roles.

In addition, there are a number of mining specific sources of disadvantage for many women. This leads, for example, to women being excluded from the highest reward mining roles – such as diggers’ positions – and instead being

allocated processing or support roles. Moreover, in some cultures, women are not allowed to work underground. In addition, women may find it difficult to achieve leadership roles in mining associations or co-operatives and because of complexities or entrenched discrimination around land ownership they may be prevented from owning mining licences. This, in turn, prevents them from raising capital or securing loans to invest in small-scale mining projects.

The 2020 DELVE report on the ‘state of the sector’ notes that: ‘Adverse side effects of mercury use, unequal pay for similar work, sexual harassment and an ability to own land or mining titles without permission are but some of the ways in which women’s decent work outcomes are hampered.’ Moreover, within local communities where unregulated ASM emerges because of an influx of informal miners, women can suffer greater disadvantages. For example, women’s ability to carry out subsistence-based activities may be disrupted or, if local men swap from farming to mining, traditional roles may be valued less highly as the local economy moves towards a cash-based system with adverse impacts on food security and family stability.

Large-scale gold mining companies are increasingly seeking co-operative models to enable them to support responsible artisanal and small-scale gold mining in adopting more sustainable environmental, social and governance practices. It is important that in doing so they have gender equity issues in mind in selecting which initiatives to support.

Women in mining profile

Abena Andoh-Mensah

Metallurgist at Gold Fields

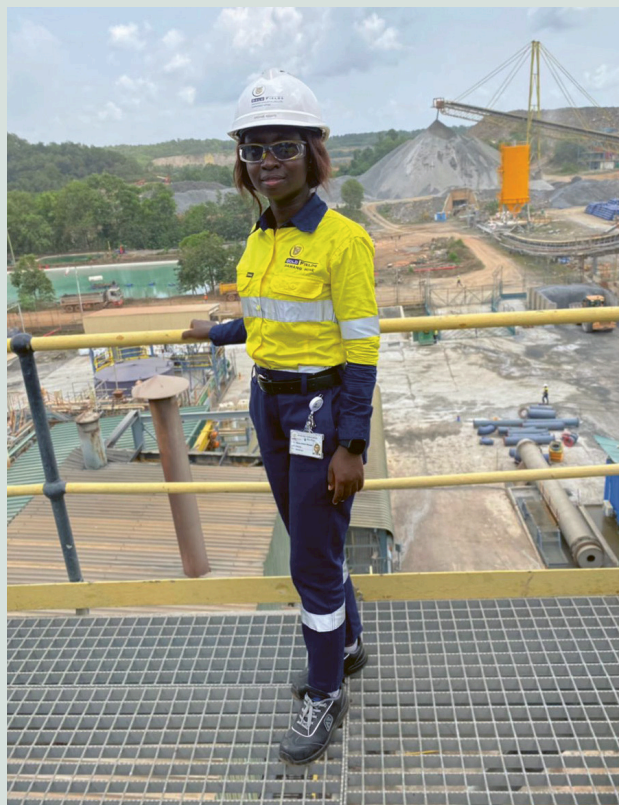
Location: Damang Gold Mine, Western Ghana

Abena grew up in the Huni Valley where artisanal mining was very common and she would observe miners using unsafe practices, such as the use of mercury, to extract gold.

It was at this moment that she decided she wanted to become a minerals engineer. Abena has now been in the mining industry for four years, starting as a national service person before being enrolled as a graduate trainee with Gold Fields. Her hard work and positive attitude soon led to full time employment with the company. Since her appointment at the Damang Mine her favourite saying has since become 'the sky is the limit' when she thinks about the enormous opportunities that exist in the mining industry for women. She is passionate about inspiring young girls in her community and to help them achieve their potential knowing there is no limit to what a woman can do.

Being a woman in the historically male dominated mining industry, has sometimes been difficult. But Abena has worked hard to overcome these challenges

Abena, like many other women, has faced challenges in this industry, mainly to do with people making harmful gender stereotypes and then doubting her capabilities. To overcome these challenges, she focuses on proving others wrong by focusing on working hard and expanding her own knowledge and skills so that no one can question her abilities.





Target 5.5: Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life

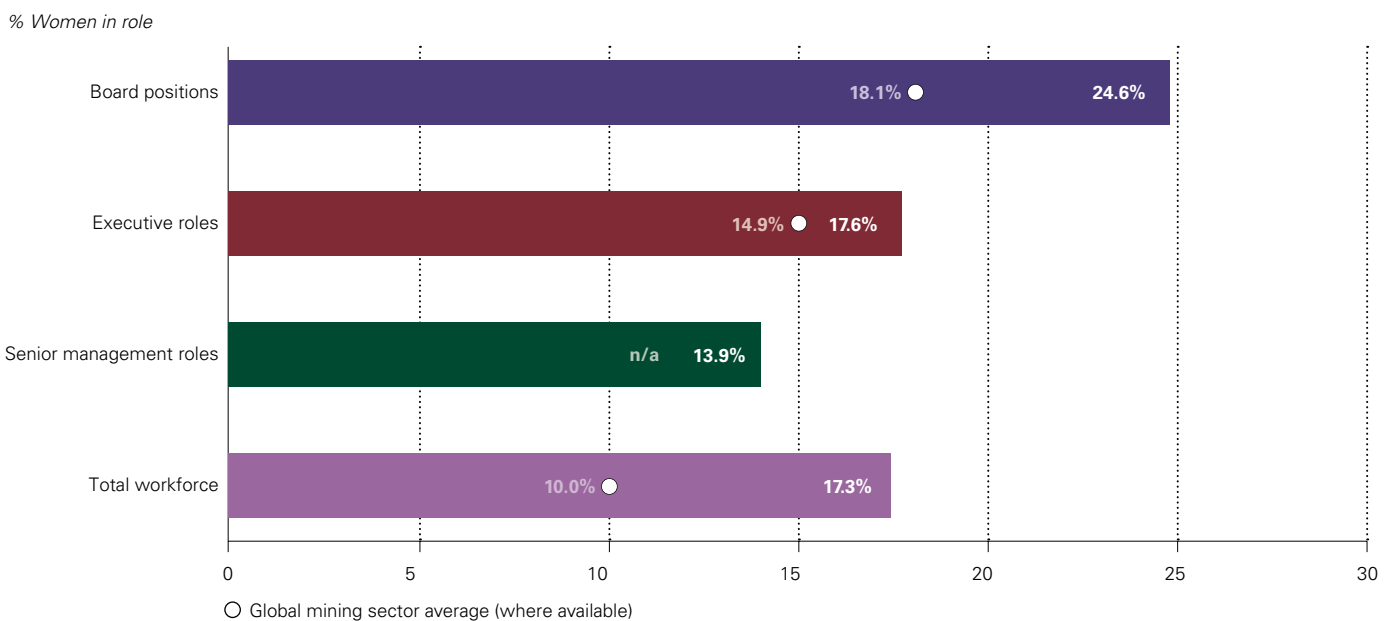
Gender Parity in the Board Room

In 2021, the WGC released a report that looked at the *Social and Economic Contribution of Gold Mining*. As part of the analysis process, the WGC collected data from its Member companies on female representation on Boards and in Executive roles and found that these were slightly higher than the mining industry’s average. As illustrated in **Chart 1**, in 2020 WGC members female representation in board and executive roles was 24.6% and 17.6% respectively; slightly higher than the mining industry average of 18.1% for board positions and 14.9% for the executive positions.⁷

The graph below also shows that, regarding specific roles, gold mining companies need to make the most progress in increasing the percentage of women who fill senior management roles.

It’s important that the gold mining sector continues to collect data on female representation in order to manage progress.

Chart 1: Proportion of women in leadership positions, compared to global share of women in these roles in the broader mining sector⁸



⁷ *Despite diversification efforts, fewer than 1 in 5 mining leaders are women* | S&P Global Market Intelligence (spglobal.com)

⁸ Data on global mining sector average for senior management roles is not available.

Examples of how companies are rising to the challenge

Increasing gender representation on Boards

Newmont's Board composition demonstrates its commitment to having members with diverse backgrounds and a broad range of experience and perspectives. In 2021, the company added two new female Board members, increasing female representation among the independent directors to 42%. Although these statistics are higher than the industry averages, on an enterprise-wide level female representation is still lower than Newmont's expectations.

To raise these numbers Newmont has committed to making strategic and targeted investments to better understand challenges and implement actions to accelerate female representation throughout the entire company with particular attention to attracting more women to the mine site. Since 2016 Newmont has been a part of Paradigm for Parity, an organisation dedicated to closing the gender gap in corporate leadership. It is a coalition of business leaders committed to a 2030 deadline of creating workplaces where women and men have equal power, status, and opportunity in senior leadership. Newmont adopted and implemented Paradigm for Parity's roadmap, five-point action plan and toolkit which the company believes has helped them greatly in catalysing the change that is crucial to increasing the number of women at the company.

Breaking the magic number of three

The 'magic number' of three women is considered the tipping point number for amplifying female voices at traditionally male-dominated tables. Having both men and women guiding an organisation can result in an increased diversity of thought and leads to better decision making in corporate environments. Therefore a lot of companies capitalise on this magic number three. At Eldorado Gold, Pam Gibson has been the trailblazer for that number since her appointment in 2014 to the company's board.

As the first female director of Eldorado Gold, Pam Gibson was determined to pave a path for more women in leadership to follow. In 2018, the Eldorado Board instigated its first diversity policy which recognised the importance of diversity to achieve favourable business results, with particular focus on gender. Another commitment to gender diversity was realised when Eldorado joined the 30% Club Canada in the same year. The 30% Club aims to achieve a more favourable gender balance at senior management levels as well as on the Board. In 2019, it was formally incorporated into Eldorado's Diversity Policy with ambitious plans to reach a goal of 30% women on the Board and in management.

In 2020, Eldorado not only achieved its 30% target but broke new ground by exceeding it, and the magic number three after appointing two additional female leaders to its board of directors, bringing the total number to 5.

WGC members recognised for their work on gender equality

The Bloomberg Gender Equality Index (GEI) tracks public companies' gender equality performance and the commitment of these companies to disclosing their efforts in this field through representation, transparency, and policy development. Companies are included within this index for scoring at or above the global threshold. The threshold is determined by Bloomberg and considers disclosure levels and overall performance of companies through a rigorous reporting framework that includes over 70 metrics, each allocated to one of five pillars:

- A female leadership and talent pipeline
- Equal pay and gender pay parity
- An inclusive culture
- Anti-sexual harassment policies
- Pro women branding

In 2021, six gold mining companies, out of 380 global corporations, were included in the Bloomberg GEI: AngloGold Ashanti, Sibanye Stillwater, Gold Fields, Newmont, IAMGOLD and Harmony Gold. The inclusion demonstrates that gold miners are making strides in their efforts to support gender equality.

Women in mining profile

Dr Bafedile Evah Chauke-Moagi

VP Group Health and Sustainability at AngloGold Ashanti

Location: Johannesburg, South Africa

Before joining the mining industry, Dr Chauke-Moagi worked internationally on projects for governments, the United Nations, and corporate organisations.

Bafedile is currently VP of Group Health at AngloGold Ashanti and has been with the company for the past 10 years. Here she is responsible for global company health and wellbeing as well as securing both social and legal licences to operate. Her department has been driving the Covid 19 strategy to navigate the company through the pandemic. She has also been involved in other similar international crises like the Ebola outbreak in West Africa and continues to work on community health programmes in areas such as malaria, HIV and AIDS. In 2021, she was recognised by the Minerals Council South Africa as one of the Top 10 Women in Mining who provided outstanding leadership during the Covid 19 pandemic.

The biggest challenge a woman can face is her own internal bias

Bafedile believes there are many challenges for women in the mining sector given it is such a male dominated environment and that it is vital to overcome biases. More specifically for herself this is her own negative biases. She believes that the bias starts internally and one of the most important things to learn is self-awareness and awareness of your own internal triggers that may sabotage your development.

Bafedile thinks that when we as women properly understand who we are, the value in ourselves and what we are here to contribute we are capable of much more than we might have thought. Self-awareness and believing you are worthy of a seat at the table is the most impactful thing you can do for yourself as a woman. As well as never forgetting to lift other women as we rise.



Women in mining profile

Elodie Bleu

Environmental Supervisor at Endeavour Mining

Location: Cote D'Ivoire

Elodie previously worked as a consultant in the Environment, Health and Safety division of an international consulting firm before starting her career in the mining industry with Endeavour Mining three years ago.

Her first role at Endeavour was as a Health and Safety Officer but after 6 months of work she was put forward for her current role as Environmental Supervisor and was successful. In her current role she is a 'guardian for the environment' and ensures biodiversity is protected on site amongst other tasks. Elodie is President of AFEMI, which is the women in mining association at the Ity Mine in Cote d'Ivoire. Here women can come together and have events such as workshops and Mother's Day celebrations whilst spending time supporting each other and sharing their experiences being a woman in mining.

Elodie is the mother of a little girl, and she works hard to break the bias and be a role model not only for her young daughter but for all women in the industry.

Elodie's advice for women who are beginning their career in the mining industry

Elodie passionately says that it's vital to have a vision! It is all about a vision and defining your objectives at the beginning of your career in order to help guide you and provide a clear path forward. At first you might be a bit confused by what you want to achieve and feel disoriented but don't worry, she says, you will soon find your bearings. Make sure to stay focused and work hard and it will all fall into place. Elodie says from personal experience that mentors are also incredibly helpful and important as they can give you valuable advice that will aid you in achieving your career goals.





Target 5.a: Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance, and natural resources, in accordance with national laws

Promoting women-owned businesses

IAMGOLD has several key initiatives related to diversity, equity, and inclusion (DEI). One such examples is the company's sponsorship of the Artemis Project in 2021, which promotes women-owned businesses in securing contracting opportunities relating to mining and various ancillary services.

At the Rosebel mine in Suriname a partnership was formed with Global Impex, an established global personal protective equipment (PPE) supplier, to provide previously trained community women with internship opportunities at one of Global Impex's local factories. Once the women complete their internships, Global Impex also provides funding for them to set-up manufacturing facilities in their

local communities. Ultimately, the goal is to ensure these women and the facilities they run are self-sufficient, and with the nearby mine as a primary customer, the business would become their primary source of income.

IAMGOLD's Essakane Mine is located in Burkina Faso and the company has long supported economic development in the local area. One of their projects to benefit the local community here is the 'Fonds Fer' or 'Iron Fund' programme. Through this programme, scrap metal from the mine is auctioned off and the revenue is then used to fund local business ideas, with a particular focus on supporting female entrepreneurs. Over the years, the programme has evolved with help from the community to ensure it meets local demands.



34 projects have been supported by the Iron Fund and one of the most successful case studies of the programme is a peanut butter production unit run by 11 local women. Peanut butter is a staple ingredient in Burkina Faso and typically made manually by women in a very labour- and time-intensive manner. The production unit is unique in the region and produces affordable peanut butter, directly serving the needs of the local community and providing income for the women producing it.

Opening doors for women in Mali

Resolute Mining is looking to attract more women into the industry by targeted recruitment, promotion, and development initiatives, encouraging women to apply for jobs in fields where they are not traditionally present.

One of the main challenges facing Resolute lies in the improvement of gender representation at mine sites, and this is often made harder by the location of particular assets. As mentioned, there are several countries

around the world that have laws in place to limit or ban women from working underground and this in turn raises significant barriers to entry and for the progression of women in mining. In Mali it is currently forbidden to employ women underground by the national Labour Code.

As part of Resolute's continued work to improve the representation of women in mining, the Syama mine obtained a governmental exemption from the problematic code. This exemption was granted based on recognition of the work Resolute has been undertaking in the training and development of female employees and their commitments to promoting equal opportunities regardless of sex. One such woman who has benefited from this exemption is Awa Fofana, an underground safety superintendent at Syama. In 2020 she was recognised by Women in Mining UK, as one of the 100 Global Inspirational Women in Mining. This recognition was awarded to her because of her inspiring leadership and strong advocacy towards the indigenisation of the Malian mining workforces.

Breaking down barriers for women in Finland

At the Agnico Eagle Kittilä mine in Finland Janita Kylväluoma is breaking down barriers for women in mining. Janita is an autoclave operator at the mine and is also one of only two women volunteering on a mine rescue team of 80 people and she is the first woman to pass the arduous smoke diver test for firefighters. Janita is one of only a few women in the mining industry in her position overseeing the operation of the mines autoclave, a large pressure oxidation device that is used to extract gold from ore. Kaisa Saarijärvi, Agnico Eagle's Senior Human Resources Manager, Europe says, "We recognise that an inclusive work environment, coupled with the diverse talents of our people, are the key to our success. In Janita's case, not only does she bring immense talent and dedication to her role, she also knows how important her success is in encouraging other women to pursue careers in the mining industry."



Women in mining profile

Fatima Castrejon

Community Relations Manager at Torex Gold
Location: Guerrero, Mexico

Fatima Castrejon was born in Chihuahua, Mexico and holds degrees in Social Psychology, Social Responsibility and a certification in Strategic Management of Sustainability and Corporate Social Responsibility.

She entered the mining industry in 2007 doing baseline studies to develop social strategy with companies such as Agnico Eagle and Coeur Mining. She now specialises in corporate social responsibility and has worked with universities and NGO's as well as mining companies. Fatima is currently the Community Relations Manager at Minera Media Luna where she works to establish community relations with stakeholders and directs projects to inspire sustainable development. Fatima is an active member of Women in Mining Mexico and is passionate about inspiring the next generation of young women to achieve whatever they put their mind to.

Fatima's six pieces of advice for young women who want to enter the mining industry

1. **Take control of your life** and be clear about what you want to achieve.
2. **Be brave.** Focus on preparing, studying, and working on what you want to do in life. Fear is the great limitation a young woman can have and once we shed ourselves of it, we can accomplish so much.
3. **Trust in yourself** and cast off the typical gender stereotypes you may have absorbed from your upbringing because these stereotypes may generate distrust in our own capabilities.
4. **Find a mentor** who will help guide you in the field you want to join. Fatima says with pride that the women of excellence who came before and mentored her helped to reaffirm in herself where she wants to take her professional career. She now feels a personal responsibility to mentor other young women.



5. **Support other women**, as a gender we can be most critical of each other, but we need to remember that sisterhood is empowering and inspiring and its important to support one another. This is why organizations like Women in Mining are so important.
6. **Travel!** The world is a book and those who do not travel only read one-page.

Women in mining profile

Dr Silvana Costa

Director of Social Responsibility at Equinox Gold
Location: Vancouver, Canada

Originally from Brazil, Dr Silvana Costa is a subject matter expert in ESG with almost 20 years' experience in the extractives sector.

A lifelong learner, Silvana's completed a PhD in sustainable mining at the University of British Columbia. She is a frequent speaker with multicultural experience in seven countries and proficiency in four languages. Silvana has worked for government, small and large consulting firms and for the last 12 years she has been in corporate positions in the mining industry.

Silvana has developed and led the implementation of social responsibility standards and strategies and led global teams within mid cap precious metals companies. Currently, she is the Social Responsibility Director at Equinox Gold in Vancouver.

Silvana recently received the Robert R Hedley award for excellence in social and environmental responsibility and she hopes receiving this award will inspire other women to achieve excellence and make a difference in the industry.

The most rewarding work Silvana has accomplished since being in the mining industry

Silvana says the feeling that she is making a positive impact in people's lives is reward enough but a specific example that comes to mind is of a mine closure program she was involved in where there were significant challenges with the local community.

For the operation to be closed sustainability and without conflict, the company felt the need to address challenges and focus on leaving a positive legacy behind. A comprehensive social closure program was established to improve relationships and develop local skills and social capital as well as local economic diversification.

A few years later Silvana revisited the site and was able to witness the positive changes in the community. She says: 'The thing about our work is that it's focused on long term. It's hard to see results in the short term, it was a privilege to be part of this process and being able to come back and see the transformation was really rewarding.'



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