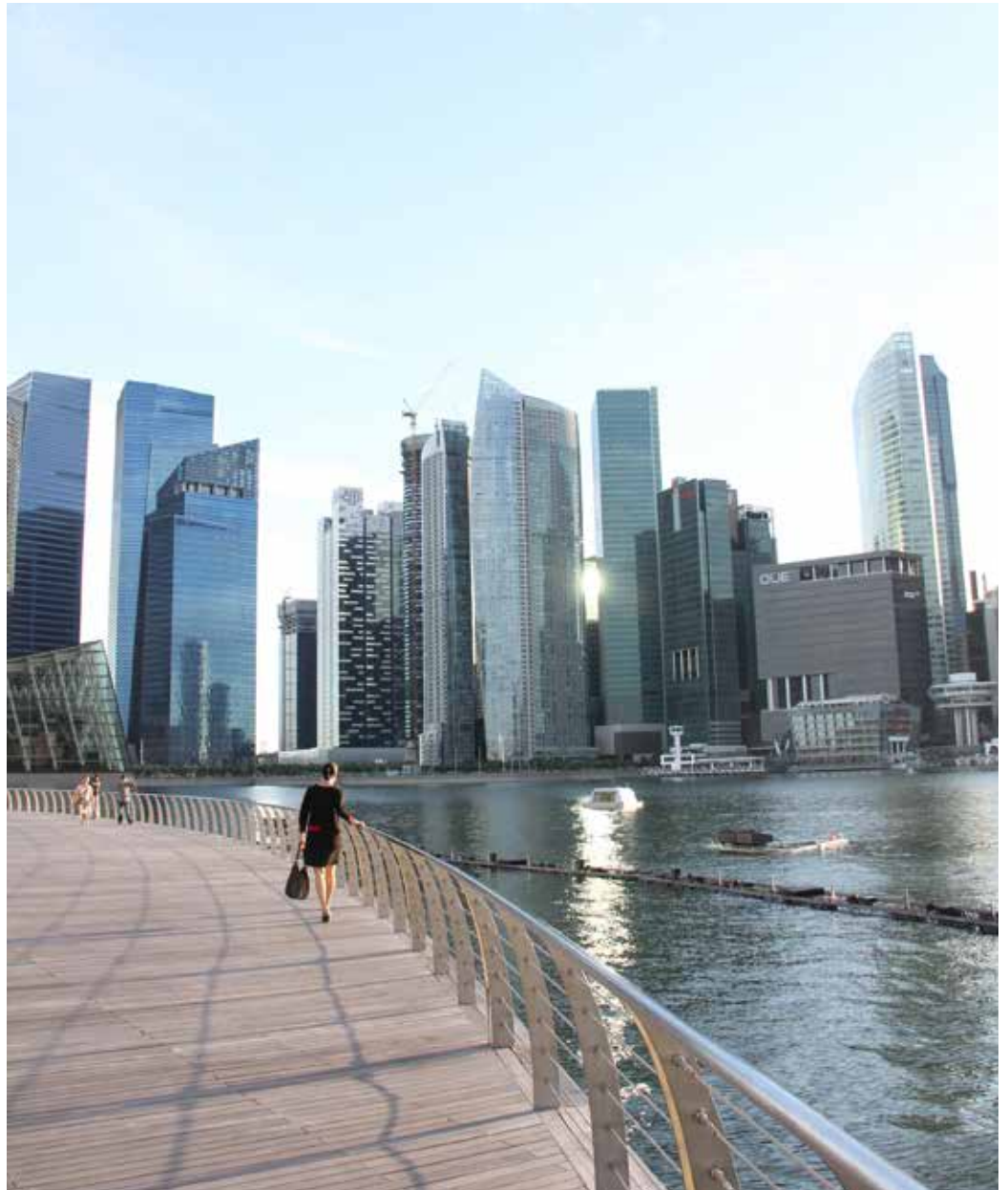


Advancing women in mining and resources in Singapore

June 2016



With research indicating that at executive management levels, women only represent 11.48% of roles within the top 500 mining companies globally, there is a need to re-evaluate what more can be done to promote gender parity trends in the industry.



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About the research

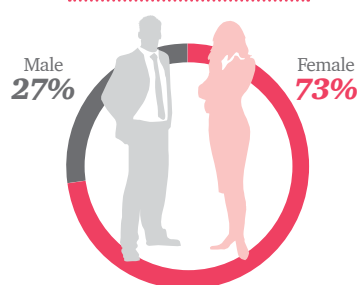
The objective of this research was to better understand the Women in Mining and Resources (WIMAR) Singapore membership demographics, in particular how women came to join the industry, their career goals, potential barriers, and views on the perception of the industry in Singapore. A detailed survey of individual members was carried out online between 15 January 2016 and 1 February 2016 with responses from 32 male and 87 female members of WIMAR employed in Singapore.

In parallel, selected companies in the industry were surveyed on the demographic profile of their employee population, as well as their programmes in place to support gender diversity in the workplace.

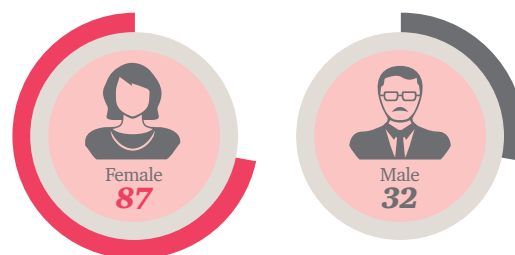
Finally, a focus group with selected WIMAR Singapore members was held on 30 March 2016 to delve deeper into the key trends found in the online survey of individual members of WIMAR Singapore.

Drawing on the combined findings from these studies and focus group, this report aims to provide compelling insights into the women in mining and resources in Singapore, and provide recommendations on areas that companies and WIMAR Singapore can focus on to position the industry towards greater engagement and development of their female talent pool.

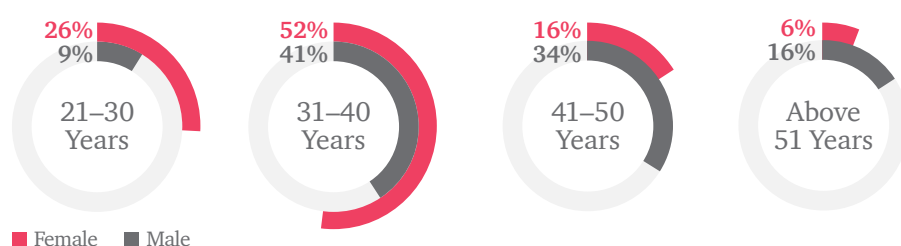
Gender Split



Number of respondents



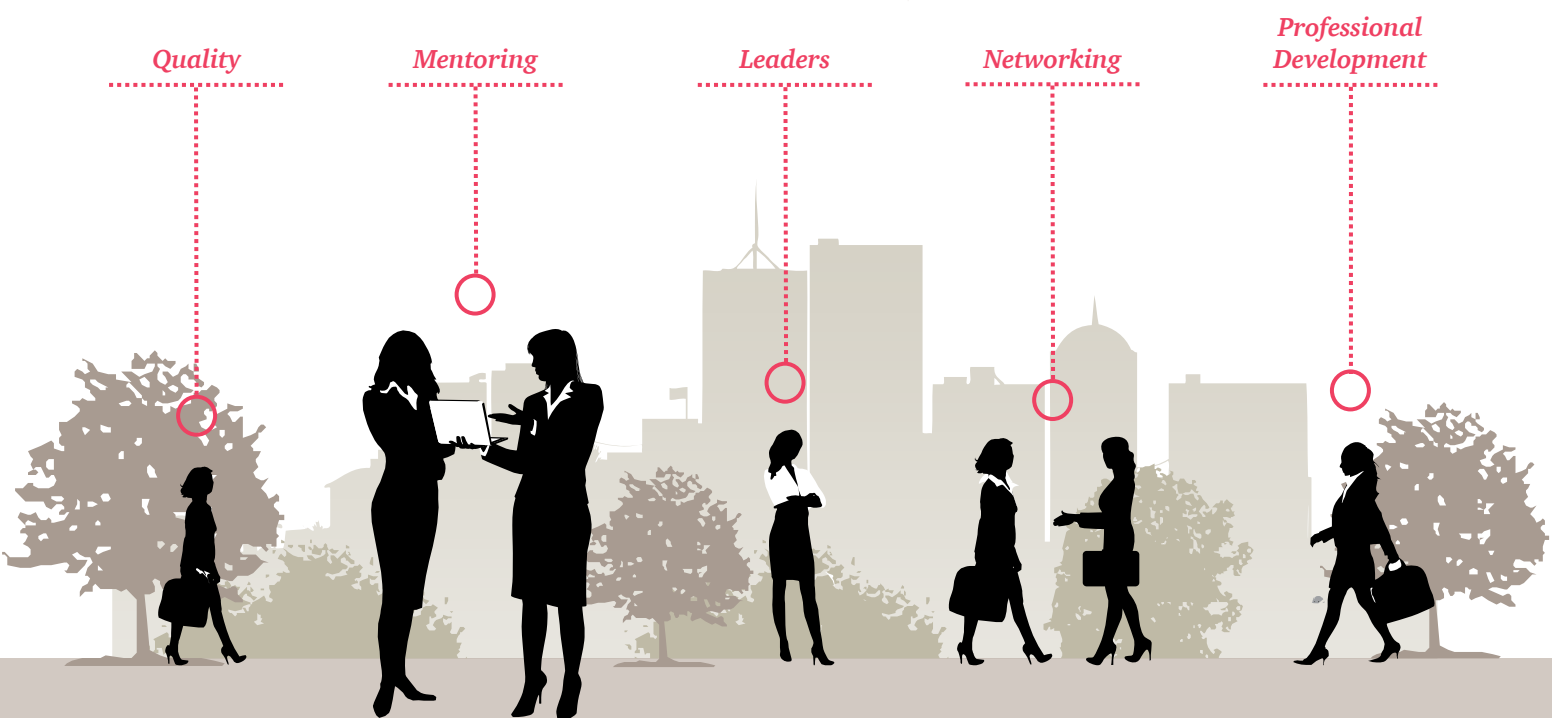
Age Group



About WIMAR

WIMAR Singapore aims to support and motivate women to challenge the industry status quo and become leaders through providing networking, professional development and mentoring opportunities to both men and women within the mining and resources industry in Singapore.

Globally, Women in Mining and Resource Networks including in the United Kingdom, Australia and Canada have contributed significantly to the development and advancement of women in a traditionally male dominated industry. However, the mining and resources industry is relatively new to Singapore. Coupled with the unique nature of the industry's operations in Singapore, a closer examination of women in the industry in Singapore was felt necessary to better understand the profile of its women, how they entered the industry, and what companies and WIMAR can do to promote women and increase the pipeline of female leaders.



Introduction by PwC



At PwC¹, diversity is a network priority because we need the best available talent to create value for our clients, people and communities. We hire and nurture professionals with a variety of approaches to problem-solving, who are willing to challenge the status quo, who think differently from one another, and who come from many different backgrounds and cultures. To solve important problems, we need diverse talent.

At PwC, close to 50% of our workforce globally is female. As such, we have conducted internal and external research and produced thought leadership giving insights into female employees in the workplace whether it is female millennials at work, developing the female talent pipeline or creating gender inclusive global mobility.

In light of this, we are pleased to partner with WIMAR Singapore in carrying out this research on their members and their perceptions of the mining and resources industry in Singapore, as well as selected employers.

This report aims to provide some insight into the minds of women in the mining and resources industry in Singapore, and suggests concrete steps that WIMAR Singapore and companies in the industry can take to promote gender parity in the industry in Singapore.



Karen Loon
Partner and Diversity Leader
PwC Singapore

¹ PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details



Introduction by WIMAR



Vicky Binns
President
WIMAR Singapore

WIMAR Singapore champions greater gender equality, and the growing body of evidence suggesting that the participation of women in leadership results in stronger financial performance and improved governance. The fall in commodity prices is reshaping the business strategies of WIMAR companies with many undergoing a fundamental re-think, aligned to their people strategies. The speed of change makes it almost impossible to predict the future with any degree of certainty. In such a climate, through thought leadership and industry advocacy, WIMAR will continue to focus on building networking and learning opportunities with a particular focus on mentoring emerging female talent to ensure credible and forward-looking leaders.

WIMAR Singapore recognise the progress of women in increasing their membership in 2013 from 60 to an active membership of 380 in 2016 (98% are paid membership). With a range of sub committees in place since 2015, WIMAR Singapore has been able to involve and expand their gender diverse membership (female 65%, male 35%) in networking, mentoring and learning opportunities.

We credit the Board and the Sub-Committees for enriching the growth of WIMAR Singapore. In particular the collaboration with PwC and their organisational commitment to nurturing women to their potential has enabled us to learn through their insights and industry research. We extend our gratitude to PwC's Karen Loon, Partner and Diversity Leader and her team for hosting the 2015 Breakfast Seminar "The Female Millennial – a new era of talent", and for facilitating the WIMAR Mining for Talent 2016 – Company and Member Surveys and Report, and their continuing commitment to enrich our members with the published report and sponsored breakfast.

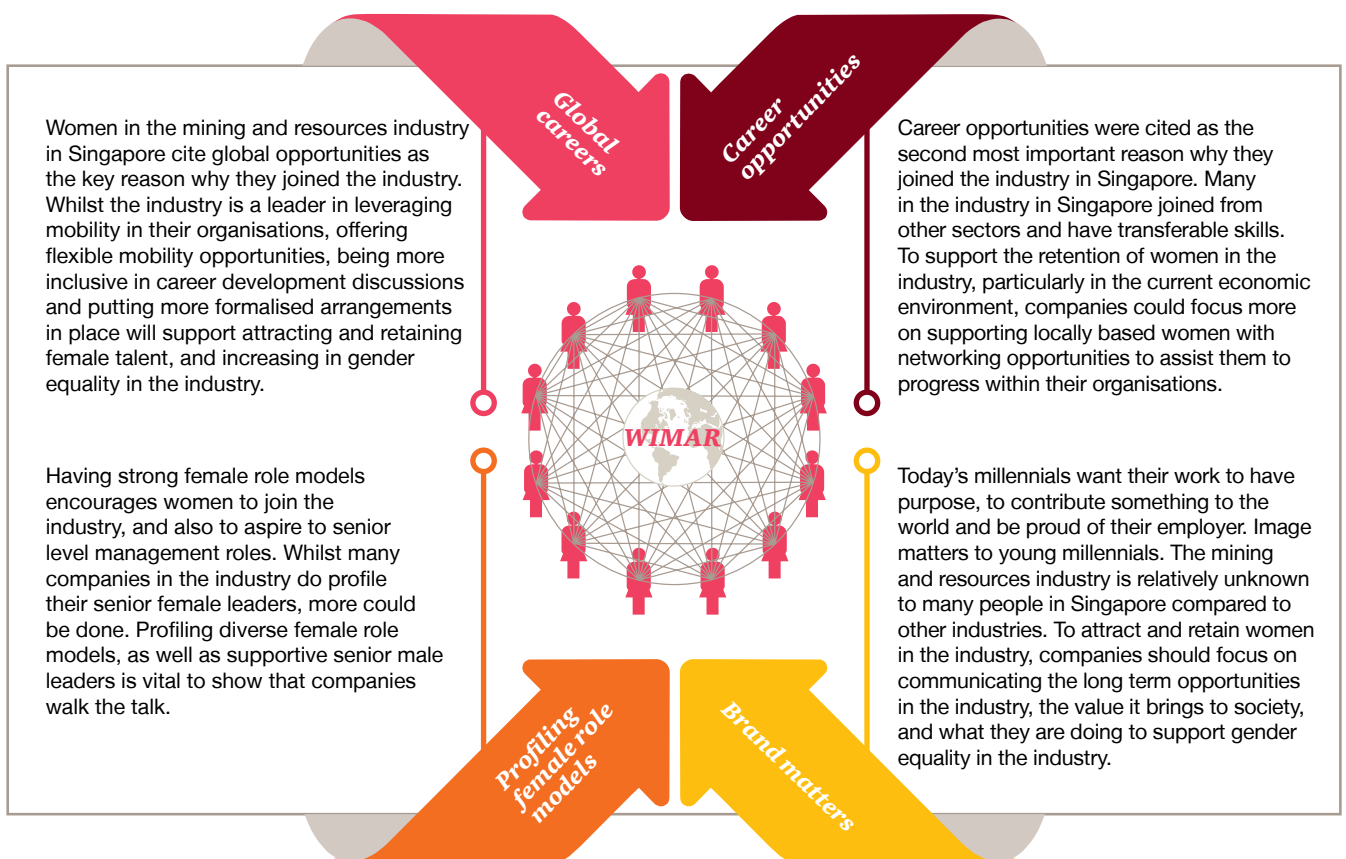
WIMAR will respond to the survey findings as part of its growth plans and support its members achieve greater gender diversity; achieving recommendations like continued support of a structured WIMAR mentoring program, expanding our brand position and becoming part of business and leadership conversations outside the mining and resources sector.

Executive Summary

Numerous studies have demonstrated that it makes good sense to have greater diversity in organisations both at board and senior management levels. Set against this increasingly favourable backdrop, there is continued pressure for greater diversity in the mining and resources industry. With research indicating that at executive management levels, in 2014 women only represented 11.48% of roles within the top 500 mining companies globally², there is a need to re-evaluate what more can be done to promote gender parity in the move the industry.

In contrast, the majority of employees in mining and resource companies in Singapore are women³. Not only that, women are also better represented in senior management roles than their global counterparts largely due to the commercial orientation of their roles in Singapore.

Over the past few years, many companies in the industry globally have embraced diversity and inclusion. Whilst many employers in the industry have already started to implement local initiatives in some of these areas in Singapore, there could be further areas which these companies and WIMAR Singapore could focus on locally in Singapore. This report highlights the following opportunities for companies and WIMAR in Singapore:



² Mining for Talent 2015 – A review of women on boards in the mining industry 2002 – 2014 (2015) by PwC UK

³ Based on a survey conducted by WIMAR Singapore and PwC (2016) on WIMAR Singapore members and responses from six mining companies



Where are we now?

The business case for greater diversity is a hot topic today. Research has shown that more diverse organisations drive better business performance and make better business decisions. A 2013 study of the top 500 globally listed mining companies, supported by companies including BHP Billiton, Anglo American, Glencore and Rio Tinto showed that profit margins were higher for mining companies with women on the board⁴. Further, in 2013 and 2014, boards with both men and women consistently generated more shareholder value than all male boards⁵.

However, the same study showed that mining is one of the worst sectors for gender diversity. Just 7.9% of board seats were held by women in the top 500 mining companies by 2014 (which is considerably lower than the 30% critical mass of women in senior management found to have the maximum impact on company performance), although this improved by 3.0% over a three year period. At executive management levels, women represented 11.48% of roles at the top 500 mining companies.

Globally, the question remains - why is there such a deficit of women in the mining and resources industry? This study suggests five potential themes explaining why:

1. A male dominated culture with a “Boy’s Club mentality”
2. A small female talent pool in the pipeline
3. Lack of sponsorship and role models
4. Working flexibility in order to raise a family is seen as a hindrance to promotion
5. Lack of senior management commitment to diversity

30%
Ideal for
maximum
impact

Now
7.9%

Women holding board seats in Top 500 companies

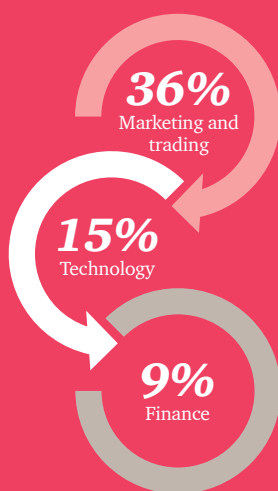
⁴ Mining for Talent – A study of women on boards in the mining industry by WIM (UK) and PwC (2013)

⁵ Mining for Talent 2015 – A review of women on boards in the mining industry 2012 – 2014 (2015) by PwC UK

Is gender diversity an issue for the mining and resources industry in Singapore?

Globally, companies in mining and resources have been struggling to increase the number of women in senior management roles. However women based in Singapore are better represented than their global counterparts. This is largely a result of the nature of the roles undertaken by women in Singapore. According to our survey, 36% of the female members of WIMAR Singapore are in marketing and trading roles, followed by 15% in technology and 9% in finance. But not surprisingly, at global levels, whilst women are well represented in executive management roles such as human resources and finance, they have less representation in operations⁶.

Top 3 Roles for Females in the industry

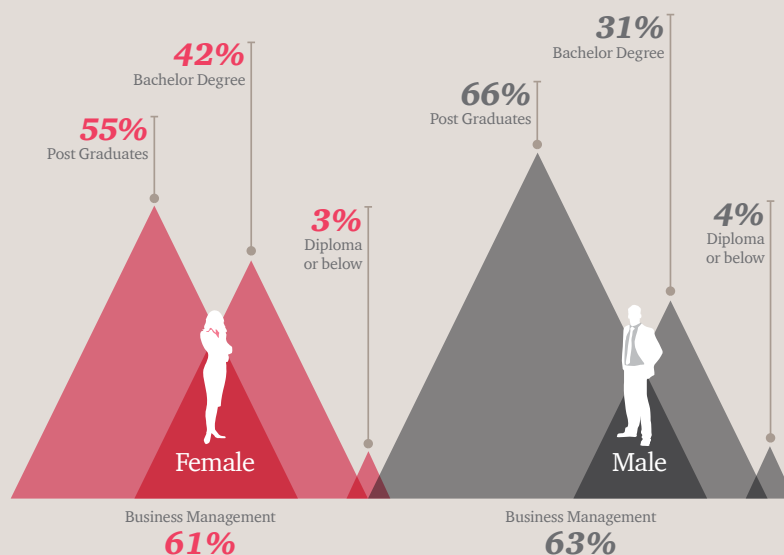


⁶ Mining for Talent 2015 – A review of women on boards in the mining industry 2012 – 2014 (2015) by PwC UK

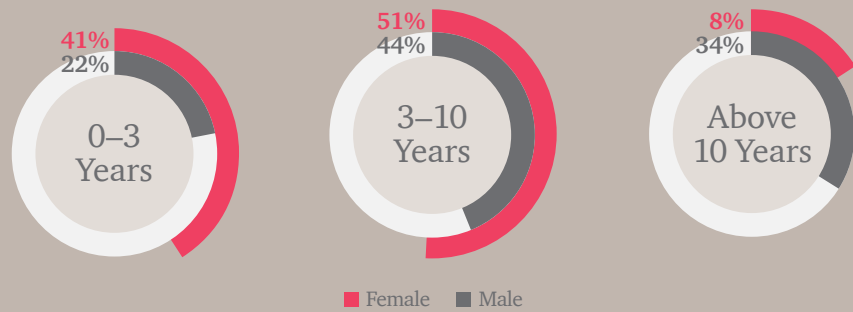
Where do women in mining and resources in Singapore stand?

- A large proportion of employees in the mining and resources industry in Singapore are women**
 50% of company respondents reported that over half of their employees in Singapore are women. This is substantially higher than their female representation at the global level (where 50% of companies reported that they have between 21 – 30% female employees).
- There is better representation of women in senior roles in Singapore than their global counterparts**
 Based on responses from the companies surveyed, it appears that women in mining and resources companies in Singapore fare slightly better than their global counterparts, with 50% of companies reporting that 11 – 20% of their leadership positions were held by women (defined as top 25% of organisational seniority). However, a significant proportion of women remain in the bottom quartile of their organisational grade pyramid.
- The majority of women working in Singapore are from the region**
 Whilst Singaporean women made up the largest group of women employed in the industry in Singapore, women from Australia, China, Malaysia and the United Kingdom made up the top five nationalities employed in Singapore.
- Women in mining and resources are generally well qualified**
 Women in the industry are relatively experienced. The majority of female employees are between 31 – 40 years (on average 51% of female employees), followed by 41 – 50 years (on average 24% of female employees). They are also relatively well educated, with one out of two (55% on average) female employees holding bachelor's degrees. On average, 23% are diploma holders and 22% are post-graduate degree holders. However, most women have only worked in the mining industry for less than ten years.

Education Level



Years of service in mining



The survey showed that WIMAR Singapore members are relatively more senior than the profile of women employed by mining and resources companies in Singapore, with 85% of members being in mid or senior level roles (top 50%) of their organisations. They are also relatively new to their current positions, with 66% of members having been in their current role for less than three years.

Over the past few years, many companies in the mining industry globally have embraced diversity and inclusion, and implemented initiatives locally in Singapore. Most of the companies surveyed believe that their company's culture, diversity, equality and inclusion are all important values, and as a result have implemented global D&I programmes including structured programmes for women.

In line with this, the majority of company respondents confirmed they have set global gender equality and diversity goals. However, in many cases they are not Singapore specific and are most typically part of their organisation's global D&I strategy. Some companies did however identify they are looking to implement locational goals this year. Other programmes respondents identified include structured mentoring or women in leadership programmes, and flexible benefits such as maternity and paternity leave, some of which are more generous than the Singapore legislated minimum requirements.

Both male and female respondents to our survey also concurred that companies in the industry in Singapore have been supportive of diversity, equality and workforce inclusion with their average response being 7.4 out of 10.



What more can be done in Singapore?

Whilst Singapore companies in mining and resources have greater gender equality than at global levels, nevertheless, there is room to further increase the number of women in senior roles in Singapore.

The 2015 Talent for Mining report⁷, suggested “Six Steps Forward” for mining companies to increase and retain skilled female employees, promote the right talent and increase their overall performance. They were:

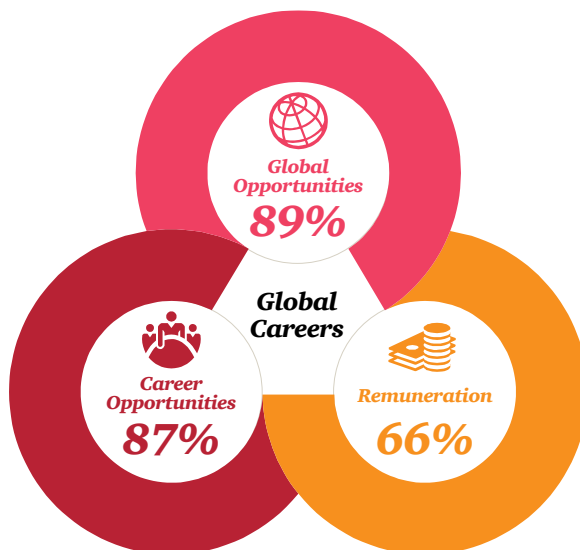


⁷ Mining for Talent 2015 – A review of women on boards in the mining industry 2012 – 2014 (2015)

Many employers in the mining and resources industry have started to implement local initiatives in some of these areas. However, our survey results show four clear areas which are of most concern to the employees of the mining industry in Singapore. The four key areas are:



Global careers



Women in the mining and resources industry in Singapore cite global opportunities as the key reason why they joined the industry (89%), ahead of career opportunities (87%) and remuneration (66%).

The sentiments of women in the industry in Singapore mirror that of 64% of female millennials globally who said that the opportunity to complete an international experience was a key pull factor when choosing and remaining with an employer⁸. Interestingly, opportunities for career progression is generally cited as the most attractive employer trait to women, ahead of remuneration, flexible work arrangements and other benefits⁹.

Clearly, the mining and resources industry is a leader in leveraging global mobility in their organisations. The mining and resources industry offers unique mobility opportunities, more so than other industries, offering both fly in-fly out opportunities as well as longer term international assignments offshore. Interestingly, some respondents noted that there is a perception in some companies in the industry that if people don't take on mobility assignments, there could be long term career barriers. Ensuring that women obtain the mobility opportunities that they desire will be critical to organisations in the mining industry looking to attract, retain and develop key female talent.

⁸ The female millennial: A new era of talent, PwC 2015

⁹ 53% of respondents to a survey on female millennials by PwC in 2015 cited this as the most attractive employer trait, ahead of competitive wages and other financial incentives, at 52%.



What more can be done to support women in the industry?

Offering mobility opportunities to closer destinations may enable more women to continue their careers and participate in these overseas assignment opportunities. This could help to attract and retain more women in the industry.

Double edge sword of global opportunities

Compared to their peers in other countries, women in Singapore often benefit from additional support available to them at home, enabling them to continue their careers. However, one of the challenges of women based in Singapore is that the global or regional nature of their roles may require them to travel further – to places such as South America or Africa - and for longer than they would need to if based in other countries.

Although women we spoke to like the global nature of their work, at certain times in their careers when they have young children, more flexible work arrangements may be necessary to allow them to manage their work commitments.

A recent study has shown that 74% of women (and men) would prefer to undertake an international assignment in the first six years of their career, and 70% before they start a family¹⁰. As such, there is a potential opportunity for companies to plan for earlier mobility in their talent development programmes, and thus may wish to consider monitoring more closely the demographics of those on assignments including gender, age, marital status and whether they have children. Companies should continue offering flexible work arrangements to support those with young families.

Whilst there are certain locations where many women would not go for an international assignment¹¹, a focus group of WIMAR Singapore members indicated that women in mining and resources are generally more open to mobility assignments than those in other industries. However, for women with children, security and education aspects could be of greater concern.



¹⁰ Modern Mobility: Moving women with purpose, PwC 2016

¹¹ According to the survey, Modern Mobility: Moving women with purpose by PricewaterhouseCoopers (2016), 48% of women globally would not relocate to the Middle East, and 43% to Africa.



Survey highlights: Global careers

Both men and women cited international assignments as being a career goal

The majority of respondents indicated they were keen to take on assignments now vs. 15% who indicated after five years

39% of women based in Singapore indicated they were appointed overseas, often as a result of roles being relocated to Singapore

The general perception is most opportunities often arise as a result of strong internal networks

Disconnect between employee's mobile readiness and management's international assignment plans

Respondents indicated that mobility opportunities generally arise as part of career development discussions. However, only 57% of women in the energy, utilities and mining ("EUM") industry believe that women and men have equal opportunities to undertake assignments at the their current employer, below the global average of 69%¹². There appears to be a disconnect between reviewing candidates for their mobile-readiness and planning for their international assignments. Employers who are able to be more inclusive in their career development discussions and put more formalised arrangements in place will have an edge in attracting and retaining female talent while further increasing gender equality in the industry.

Having a good internal network was also viewed as a very important factor in discovering mobility opportunities. More networking platforms could benefit women in the industry and those recruited in Singapore who are new to the industry. Organisations should be wary of this ensuring that fair selection processes are in place and women are not overlooked. WIMAR Singapore as a community could further support their members by providing platforms for them to develop professional networks.

The impact of the current economic downturn on the industry has developed a perception amongst some respondents that advancement in the industry will be difficult as competition is fierce. Opportunities for international assignments may not be as readily available as companies manage costs. Continuing to groom top talent for the long term through mobility opportunities will be crucial for companies in the industry.

¹² Modern mobility: Moving women with purpose PwC 2016

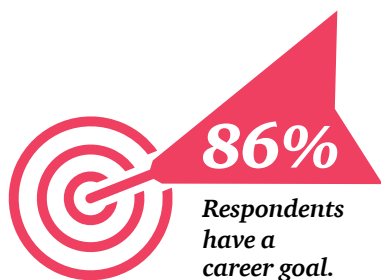


**Andrea
Cornwell**
*Head of
Marketing-Coal
Vale*

The mining industry is an amazing international workplace – if you want it to be. In 1996, I left Brisbane to take on my first overseas posting in Tokyo. Thereafter, I actively pursued opportunities to work in Sydney, London and Singapore. The opportunity to work and live abroad is incredibly rewarding in terms of developing international business acumen, diversity and cultural understanding, language training, and not just for me professionally, but also for my family. Given my diverse team and stakeholder's hail from all corners of the world and are situated globally, my extensive cross-cultural experiences serve me well, every day, especially with respect to diversity and inclusion.



Career opportunities



PwC research identifies that female talent rank opportunities for career progression as their most attractive employer trait, ahead of remuneration, flexible work arrangements and other benefits¹³.

Women in the mining and resources industry in Singapore cite career opportunities as the second most important reason why they joined

the industry. Further, the women in the industry are ambitious, with 86% of female respondents indicating they have career goals in general.



Interestingly, only 16% of respondents working in Singapore started work in the mining and resources industry. Of those who joined the mining and resources industry from other industries, 17% joined from oil and gas, and 15% joined from banking and capital markets. The most common university degree studied by respondents was business. The majority of respondents joined the industry as a result of their skillsets which are relatively generic. Most women have only worked in the mining industry for less than ten years, and their current roles for less than three years.

What are the perceived blockages to achieving your career goal?

“Opportunities may not arise due to reduction in work force due to global resource downturn”

Manager targeting to be Senior Manager in the next 3 years

“The boss doesn’t understand what I’m doing and how to help me on the career path”

Marketing Manager aspiring to be Head of Marketing on platform level or bigger product portfolio

“I’m not good at networking up, and need to work on that”

Associate Editorial Director aiming to become someone the industry respects and looks to for thought leadership

“Disruptions to the career due to family planning and vice versa”

Manager hoping to be CEO by age 45

¹³ 53% of respondents to a survey on female millennials by PricewaterhouseCoopers in 2015 cited this as the most attractive employer trait, ahead of competitive wages and other financial incentives, at 52%.



Yvonne Tan
HR Business Partner
Global Marketing
& Supply
BHP Billiton

The mining industry is new to many, including myself before I joined BHP Billiton 4 years ago. The industry's career possibilities are numerous and varied, both locally and globally. Over the last year, I have been seconded to business as usual and moved between project roles and it has been an exhilarating ride. Being out of my comfort zone and feeling less confident professionally is not fun though comes with rewards. Keep an open mind and be ready to raise your hand for new challenges.



Perceived lack of opportunities due to market slowdown

Whilst globally, barriers for women in the industry include male dominated culture, small female talent pool, lack of sponsorship and role models, lack of flexible working arrangements and management commitment¹⁴, a number of respondents indicated that one of the potential blockages which they might face was a lack of career opportunities in the current market and industry challenges. How will the industry retain, develop and progress their newly acquired female talent in the midst of the challenging economic environment it faces? Others indicated a challenge is being able to network with the right people globally to get the right opportunities.

Given a large proportion of the workforces in Singapore are those with transferable skills, companies should explore how they can support women based locally with the appropriate local and international networking and visibility opportunities to assist them to progress in their organisations. This should become an embedded part of the organisational development and talent management architecture.

Lack of home grown specialised skillsets and knowledge in marketing

Another challenge which may face employers in Singapore is how to train marketing staff with the right experience in the longer term. Interestingly, of the 47 male and female respondents to the survey currently in marketing roles, 57% of them were previously employed in marketing roles. Further, 70% of them started their careers as graduates in business. To be in a marketing role does require knowledge and experience of specific commodities which is difficult to obtain in Singapore without staff gaining experience working offshore. For a commercial marketing role, it is imperative that the hire comes with a "Black Book", i.e. a strong client base. Further, very few graduate roles are offered in Singapore, limiting the pipeline of local hires at the very entry level. Having staff with diverse backgrounds and experience in marketing roles in Singapore, whether male or female is something which companies should strive for.

What more can be done to support women in the industry?

- Continue to support mentoring arrangements leveraging on more experienced women and men to cross mentor others in the industry. Most of the companies have a mentorship programme for women.
- Arrange face-to-face events at least bimonthly which could focus on best practice business knowledge sharing, and enhancing the use of social media such as LinkedIn and Facebook to increase interactions between members between face to face meetings.

¹⁴ Mining for Talent 2015 – A review of women on boards in the mining industry 2012 – 2014 (2015)

Profiling female role models



21%

of career starters lack role models who resonate with them

Why profile female role models?

Profiling role models is one of the most simple, yet effective actions organisations and WIMAR Singapore can take to support women. Profiling female role models encourages more women to aspire to more senior level management roles. Strong female role models will also encourage more women to the industry, thereby increasing the pipeline to management and strengthening the talent pool. The role models reinforce the role of diversity and the company's values throughout the business, not only just to female employees but across the whole workforce.

In publicising female role models, it is important to ensure they don't all look the same. This means asking whether the role models will resonate with all female talent – or just a select few. It is vital to profile a diversity of female role models.

Having too few female role models in organisations can be a barrier to progression for women. According to a recent study, 21% of career starters (those in their first three years of their careers) do not feel there are senior female role models that resonate with them in their current organisations. This however increases to 35% for those with nine or more years of experience¹⁵.

There is still some work for the industry in this space - 36% of EUM female millennials do not believe there are senior role models that resonate with them at their current employer, higher than the global average of 27%¹⁶. Having said that many companies in the mining industry in Singapore do profile their senior female leaders at town hall and small group sessions including sharing their personal stories about how they have managed both their personal and work commitments. At a personal level, these included multitasking responsibilities (personal and work), family choices (for both men and women), and how best to juggle flexible working hours. At the work level, this included how to ensure women are considered for opportunities, and also how organisations can ensure that they are more inclusive of women.



¹⁵ The female millennial: A new era of talent, PwC 2015

¹⁶ The female millennial: A new era of talent, PwC 2015



Whilst companies should continue to ensure they profile senior women, they should also leverage opportunities to engage senior men in the discussion. Senior leaders including men have a role to play to change the organisational culture to be more inclusive and diversity focused within companies to create a profitable and more sustainable industry. There is also an opportunity for the industry as a whole to continue to profile senior men and women in the industry.

WIMAR Singapore could continue to profile women (and men) in discussions on how they juggle their personal and professional lives. Events can be organised that feature partners of senior female leaders and extend invitation to partners of WIMAR Singapore members, to discuss the ‘other half of the story’.

What more can be done to support women in the industry?

The profiling of female and male role models can include advice and recommendations on how women in the industry can develop their personal brand and profile in order to expose themselves to a greater professional network and opportunities.



Jane Liang
VP Supply
BHP Billiton

I used to work in the FMCG (fast moving consumer goods) and automotive industries, which is very different from the mining industry, where I did not observe the same focus on diversity and inclusion; in caring personal safety and well being; and in offering flexibility in work place. I sense this is a part of the culture deep rooted in mining companies. In the mining industry, we do not need to be the Iron Women. But we do need to have a tough mindset to stay strong and firm in the business world, regardless which industries we are in.

Brand matters

Recent research into the millennial generation indicates that millennials want their work to have a purpose, to contribute something to the world and to be proud of their employer¹⁷. 57% of female millennials said that they would avoid working in a particular sector solely because they believe it had a negative image. Unfortunately, some companies and sectors need to work harder in the future to communicate the positive aspects of their employer brand, particularly as the female millennial will increasingly make up a larger proportion of global workforces in coming years.

Interestingly, whilst 49% of female respondents to our survey joined the mining industry as graduates, traditionally employers in the industry in Singapore have not recruited many of their employees from universities in Singapore. 44% of respondents in Singapore joined as mid-level hires. When respondents were asked if they had ambitions to join the mining industry and its related services, a surprising 80% of respondents said they had no ambitions to join the industry and it just fell in place.

Lack of awareness of the industry in Singapore

Whilst many of the roles in Singapore require deep industry or functional knowledge, this however is not an excuse for companies in mining and resources not to further their brand in the local market. Employees in Singapore are interested in joining industries which have a “high status”. The industry is competing for employees from high profile and better known industries such as technology, banking and finance, and FMCG where people would have friends and family in the industry who can talk about it knowingly.



49%

of female respondents joined the mining industry as graduates



44%

of respondents joined as mid-level hires

¹⁷ Millennials at work: reshaping the workforce PwC 2011



What more can be done to support women in the industry?

Industry ambassadors should look to include those who have participated in the industry's mobility opportunities enabling them to highlight the advantages of these options particularly to women.



67%

of respondents in Singapore have limited knowledge of the mining industry



67% of survey respondents indicated that most people in Singapore have limited knowledge of the companies and the mining and resources sector. Further, only 5% indicated that the general public's perception is that mining and resources companies typically have great "pull" factors and are known as great places to work. Given this, it is not surprising that, 59% of the member survey respondents were relocated to Singapore from overseas, and only 28% were Singaporeans with the remainder holding overseas citizenships.

There is a role to play by companies in the industry, as well as WIMAR Singapore to communicate further about the longer term opportunities in the industry, the value it brings to society, and what they are doing to attract and retain women in the industry. This includes sharing that the industry offers challenging global careers in organisations which embrace diversity, mobility and flexible work arrangements. These opportunities include having representatives speak at non-mining related conferences, apply for HR awards, have industry ambassadors which share good stories about efforts in relation to corporate social responsibility, sustainability, and climate change including at school and university level. Finally, it is important to ensure that companies demonstrate that there are opportunities for talented Singaporeans; as such it is important that good Singaporean role models are profiled.



Sui Ling Phang
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Iron Ore
S & P Global Platts

Joining the mining and resources sector was an instinctive choice for me. I have always been intrigued by the politicized dynamics of the industry, and the sheer primal nature of the resources trade. The energy of those who work in these markets is limitless, and no two trading days are ever alike. As importantly, I have had the chance to communicate internally and externally across a range of people from all over the world, many of whom are the sharpest and brightest in their field. There is enormous potential for career growth in the mining industry, where one can switch across commodities and functions, building both breadth and depth. Globe trotters would also be attracted to the international markets, where travel and global placements are encouraged. It is unfortunate that the mining industry's image in Singapore is still understated. However, I believe many of my fellow colleagues in Singapore remain attracted by the fast-paced and global prospects and have no regrets.

What can WIMAR do?



Key areas identified that WIMAR Singapore could focus its efforts on in order to help move towards more gender parity in the mining and resources industry include:

Best practice sharing

Due to the uniqueness of the mining and resources industry in Singapore, WIMAR could offer best practice sharing sessions on a regular basis including in the areas of mobility programmes, career progression and branding opportunities.

The best practice sharing programme could be further supported by developing social media groups and the members' website.

Networking opportunities

More networking platforms could be very beneficial to women in the industry. WIMAR Singapore could offer networking opportunities for its members together with employers in the industry – enhancing members' networks enabling them to further develop their careers and personal branding.

WIMAR Singapore could also integrate networking opportunities with other industry groups to allow members to broaden their professional networks whilst providing opportunities to improve the industry's perceptions.

Role model profiling

WIMAR Singapore could profile more female members highlighting personal stories, best practices to aid the development and to support women in the industry.

Profiling leaders both male and female would support changing organisational cultures, improve the image of the industry and help develop talent.

Showcasing industry ambassadors could also support educating Singaporeans on the benefits of working in the industry. The ambassadors could highlight what the industry does to support CSR projects, sustainability discussions (fossil fuels vs. renewable energies), and climate change concerns.

Social media

WIMAR Singapore could enhance its use of social media platforms such as LinkedIn and Facebook groups to foster regular conversations and practice sharing in between face to face meetings.

Mentorship programme

WIMAR Singapore should continue its mentorship programme for members and non-members in the mining and resources industry.

What can companies do?



To achieve a sustainable talent pipeline, companies must focus on progressing towards greater gender diversity in leadership. Below are some difficult questions that companies should be asking themselves to understand how well they are progressing towards these goals and what steps they should be taking to further progress a sustainable talent pipeline of future female leaders.





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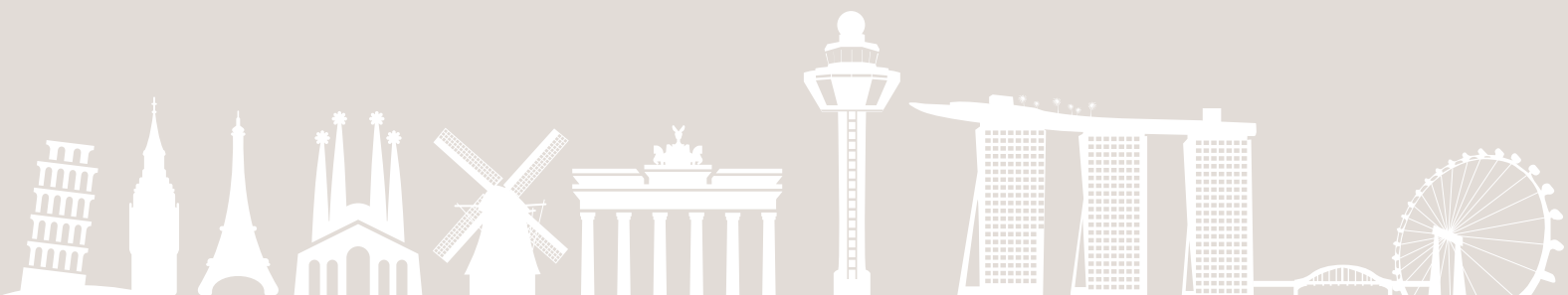
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