

# Creating a pipeline of young diverse talent

An interview with **Carole Cable**, Chair of **Women in Mining UK (WIM)** and Partner at **Brunswick Group**



Carole has been with Brunswick since 2007 as the joint head of Brunswick's Energy and Resources practice, specializing in strategic communications for the metals and mining sector. She advises clients on equity raisings, corporate positioning, reputation, M&A, shareholder activism, crisis, investor relations, stakeholder mapping and engagement, and ESG. Prior to joining Brunswick, Carole was at Credit Suisse and JPMorgan in institutional equity research and sales specializing in Global Mining and Asia ex Japan. Carole is a non-executive director of Nyrstar N.V., CQS Natural Resources Growth & Income plc and Chair of Women in Mining UK.

## **Tell us about your role at Brunswick and your inspiration for establishing the Mining Indaba Young Leaders Programme.**

I have been a Partner at Brunswick for over a decade now, co-heading our Energy and Resources practice. Although I am based in London, our clients have assets, management and listings all over the world so our team reflects that and we work together around the globe; and of course, we travel a lot!

Mining became a passion for me after I spent many months as a young graduate trainee on a gold mine in Kalgoorlie. The combination of the science, the people, the outdoors, and infectious optimism that every miner seems to have, became the endorphin I needed to pursue a career in mining. I am now a strategic adviser to mining clients on all things related to communication, whether that be communicating to investors, employees, communities, or governments, on a vast array of subjects that are critical to the business.

It was the mentors that I had along my career that inspired me, so the Young Leaders Programme was established to inspire the next generation to think about mining as a career and to engage the industry players in that conversation.

The first Young Leaders Programme was in 2015 at a time when commodity prices were coming off their highs so jobs in mining were limited and companies were talking about automation, South African youth unemployment was rising to unprecedented levels, civil society was questioning the relevance of mining and students weren't convinced they wanted to be involved in the sector. Our goal was to convene a conversation between key stakeholders as we believe that when people discover they share a concern, change begins.

In 2019 we had over 600 participants and held our first Leaders of Tomorrow competition where we had equal number of female and male finalists, with a year of mentoring for the winner.

## **What steps does the industry need to take to build a future pipeline of young female talent?**

I think the real issue is how to create a pipeline of young diverse talent; so not only female but young men as well, and of different ethnicities. The first thing the industry needs to ask itself is 'do young people want to work in mining and if not, why, and how can we change that?'

A CEO said to me recently that he was finding it difficult to



## *We are seeing a change from brawn to brain as new skills are needed, but it must not stop at the majors*

recruit women because they don't want to work in mining. He said it is male dominated, tough physical work in remote locations, a lot of travel, and long hours so diversity will always be a problem. This is an outdated way of thinking. It is expecting people to adapt to the job rather than adapting the job to the people. The model of 'just fit in' doesn't work anymore with millennials demanding more from their workplace, more than one family member working, childcare demands, and an increasing focus on health and mental health.

A number of the majors have begun this process by re-inventing mining that is more socially acceptable using technology which has allowed a change in the workplace to be more attractive to young and female talent. We are seeing a change in hiring from 'brawn to brain' as new skills are now needed but this change must not stop at the majors. Many young people begin their careers with smaller companies so the leaders of these companies need to rethink how they can attract a more diverse workforce with a more diverse and modern set of skills – the benefits are clear.

One of the projects we are undertaking this year at WIM is to create a Global Diversity Index with EY so every company around the world can benchmark themselves against an aggregated index to measure their progress on gender diversity against the industry as a whole. Our goal is to have the index reach beyond the Board and the C-suite all the way to the 'shop floor.' There will be no pass or fail, diversity is a journey and the index is a way for companies to map and inform all stakeholders how they are doing, what needs further focus, and what barriers need to be overcome.

### **What can female students or young graduates starting their careers in the mining industry do to give themselves the best chance of success?**

In my observation and experience, the secret to success is hard work and a bit of luck. The magic is to be open to opportunity and run with it, and while this may take you around the world or into a sphere you hadn't anticipated, it will make your career fun and you will learn a lot from the people you meet along the way.

In the same vein, I would also say to young women to believe in yourself and don't give up. There will be plenty of

injustices along the way but you can be part of the generation to make the changes we need to attract more diversity and build a better mining industry. Women make well over 75% of all purchasing decisions around the world – that's worth \$28 trillion – so we matter!

On a practical note, look at the trends in society and how they are impacting the mining industry and figure out how to be part of the solution. Big issues like energy and water consumption, emissions, safety, tailings dams, and community engagement need solutions and these subjects can forge excellent careers.

The amazing thing about the WIM network is that you can meet women and men in all sorts of jobs that relate to mining. There is a saying that you can't be what you can't see, so networking and being mentored is incredibly important at every stage of our careers.

### **What are the skills that modern mines really need? How do you stand out and get noticed in today's job market?**

We can imagine the mine of the future to use no water, have no tailings, use 100% renewable energy, have zero emissions, have no people doing dangerous jobs, and have a clear and supported career path for a diverse workforce. These aspirations open up a plethora of opportunity across every level in every business that is or services mining. It is our responsibility to be creative and think about how to be part of solving some of these complex technical, environmental and social issues, and give ourselves permission to think big and be brave.

Skills like data science, mathematics, AI, robotics, environmental science, anthropology, psychology, law, philosophy, politics, and economics, communications, are just a few that are required to create the mine of the future. It's more about brain than brawn that will get you noticed.

Many of the women who featured in our 100 Global Inspirational Women in Mining publication have been publicly celebrated by their employers and colleagues in annual reports and online so this has been a tremendous way to promote women and get noticed.

## What are the core activities that Women in Mining UK organise to further the diversity agenda?

WIM was founded in the UK in 2006 as a not for profit organisation with a handful of volunteers and we have come a long way since then with over 2,000 professionals as members and a 40-strong volunteer base that supports the organisation alongside our Foundation and Pro-Bono Partners.

Our fundamental strategy is to inspire women to join the mining sector, to advocate for them throughout their career, and to promote the role of women within mining.

We do this in the following ways:

### #WIMInspire

- We publish the 100 Global Inspirational Women in Mining book every two years as a way of sharing inspirational stories around the world to our peers
  - We hold monthly educational events on issues and topics our members want to know more about; these usually take the form of panel sessions with interactive Q&A
- We hold regular networking events for our members to meet other women and men in the mining community

### #WIMPromote:

- We have secured two paid internships with our Foundation Partner, Anglo American
- We partner with the Cambourne School of Mines to offer two scholarships each year, worth £6,000 each
- We hold speed mentoring evenings during which women meet multiple mentors in an informal setting to have more than one point of view
- We have partnered with most mining conferences around the world, including Mining Indaba, to encourage more female representation by providing female speakers

### #WIMAdvocate:

- We publish thought leadership research and analysis in collaboration with our Partners
- We are developing a Global Diversity Index so mining companies will have a third party industry benchmark to measure their progress
- We collaborate with other WIM groups around the world by sharing knowledge, ideas and networks to support development in their local market
- We are visible at all major global mining conferences – as speakers advocating women in mining



[Click here to download](#) the 2018 edition of '100 Global Inspirational Women in Mining'

