

“The Shape of Things to Come....”
Address by Cynthia Carroll to SAB Miller Dinner for Women with African Connections
– 25th November 2008

It is a great honour for me to be here this evening and to be sharing my thoughts with such a distinguished audience.

The theme of my address to you is “the shape of things to come...” or, in essence, what the future might bring for Africa and the millions of women who live, work and bring up families there.

In looking at what this future might be, I just want to look back in history for a moment – to the death of Miriam Makeba on the 10th of this month.

I begin here, because Miriam Makeba was a standard-bearer for all who seek justice and freedom within Africa.

She was also a great example for women everywhere, someone who sadly had to endure 30 years of exile from her homeland and family.

But why should a multinational company care?

The answer is that the desire to seek beneficial reforms and social outcomes is part of Anglo American’s DNA.

That is why, in the struggle of black South Africans to transform their country politically, socially and economically, we funded the official opposition in Parliament; we led the first business delegation to meet with the African National Congress in exile; and we were the first major company to recognise black trade unions.

We put our weight behind the movement to secure Nelson Mandela’s release from prison and remain the principal private-sector employer in South Africa, as well as being an active participant in the ongoing transformation process there.

I think that Miriam’s passing provides a moment for great reflection because we can either use this as an opportunity to regret the past or build a better future for Africa and its women.

I choose the future preference here, and believe that you are likely to do the same.

What is clear to me as I have journeyed through Africa is this: there are unbelievable riches within the people and mineral resources of the continent. But this material wealth and its extraction have sometimes been a mixed blessing.

One only needs to look to the tragedy that is currently unfolding in the Democratic Republic of Congo, or DRC, to see a graphic example of the effects of the so-called ‘resource curse’. On the other hand, Botswana has successfully used its economic windfall from diamond mining to become a middle-income country with one of the fastest growth rates in per capita income in the world. Botswana has earned the highest sovereign credit rating in Africa.

Being a woman and a leader of a major global company allows me the opportunity to try and ensure a future where the negative outcomes of business – and we do recognise the many challenges – can be alleviated and, where possible, put right.

A pressing moral imperative underlines the need for businesses such as mine to do this. And, it's a responsibility that I take personally in my role as chief executive of Anglo American.

Former British Prime Minister Harold Macmillan once said: "The wind of change is blowing through this continent of Africa. Whether we like it or not, this growth of national consciousness is a political fact."

Macmillan said that in 1960, and we have seen both the fruits and pain of national liberation in Africa – but what has changed for women?

Today, there is universal suffrage in South Africa, and women there are starting to reap the benefits of black economic empowerment, too. In Africa as a whole, despite the headlines and all-too-prevalent Afro-pessimism, many more countries have embraced democracy and pluralism than 50 years ago. Places like the DRC, Somalia and Zimbabwe are, thankfully, becoming the exception rather than the norm.

I would like to turn now to the challenges that face women in particular in Africa. Whether drawn from war, disease, poverty, poor education, unemployment, or crime, they sadden me greatly.

And no doubt you feel the same, as people with African connections and a desire for the betterment of Africa's people.

In helping women to overcome these challenges, I can say this: there are no quick wins. What matters here are people such as us taking time to do what is right – and this means tough choices, whether you're a business, political or diplomatic leader in your field. We all have our part to play.

In my view, we need to do the following:

- Work in partnership with governments, as well as communities, NGOs and other advocacy groups, to deliver on affirmative action through economic and social programmes. *This matters to women.*
- Invest our money, whether corporate or personal, wisely in Africa in order to build civil societies across the continent that create opportunities for advancement. *This matters to women.*

There are, on the one hand, the lofty programs like the Millennium Development Goals and the Investment Climate Facility for Africa – and Anglo American is a prominent supporter of those.

But I am not talking here of grand designs; I am talking about practical action.

In the 20 months I have headed Anglo American, what has become increasingly clear to me is the extent to which the people who work for Anglo American demand that we "make a difference" to the communities of which we are part. Where we can, we use our size and influence to leverage for positive change, and that, for many of our employees, is a personal commitment as well as a corporate one. I would like to highlight a few aspects of this:

- First – our pioneering and ongoing leadership role in the prevention and treatment of HIV/AIDs within our workforce and wider communities. We have

the biggest workplace voluntary counselling, testing and anti-retroviral treatment programme in the world. This is now being extended to dependants. Leading all of this is our head of health, Doctor Brian Brink – who is the first man to chair the International Women’s Health Coalition, based in New York. *This matters to women.*

- In sub-Saharan Africa, women make up the majority of those infected with HIV, and young women are three times more likely to get infected with the virus than young men.
- One of the ways Anglo Platinum is addressing the vulnerability and abuse of women is through a community-based intervention program called the IMAGE Project, which reaches more than 4,500 households in 83 villages. The project combines micro-finance – the provision of small loans to poor households for income-generating activities – with gender and HIV training. Encouragingly, the intervention program, has led to a 55 per cent reduction in levels of domestic violence. *This matters to women.*
- Investment in black economic empowerment in South Africa amounting to over 2 billion dollars.
- No other company has invested in this way on such a wide front – to deliver jobs and economic advancement to so many. Women’s groups, who now own equity stakes as shareholders in many of the resulting BEE companies, have featured prominently in this transformative process. In the 1 billion-dollar transaction that set up Anglo Inyosi Coal, women shareholder groupings, who ranged from urban professionals to the rural poor, hold an effective 16 percent of the equity, while the Lebowa Platinum deal saw women’s groups emerge with an 11 percent stake – and there have been similar deals empowering women at De Beers and Scaw Metals.
- At the small-business development end of the scale is **Anglo Zimele**, which facilitates entry for emerging black businesses into the country’s economic mainstream.
- For two decades, this unit has pioneered small business development in South Africa, creating real jobs through the creation of real opportunities in the real economy. Of the 185 investments being supported by Zimele today, 61 or 33 percent, are owned and managed by women. *This matters to women.*
- A step-change in our approach to safety. We have acted to close operations where people were dying through insufficient attention to safety – and keep them closed until all employees concerned have undergone comprehensive safety retraining.
- And we are working with government and the unions in South Africa to bring about a lasting improvement in safety performance. *This matters to women.*

In our own Group, we employ over 190,000 people, including contractors, in a business that operates in 45 countries, including eight in Africa – and which stretches from Alaska to Australia and from Chile to China.

And from the employee-recruitment stage to the operational level, we are seeing more and more women coming through in our business. At any one time, our Group has around 2,000 apprenticeships and some 600 people on scholarships – and around half

of these are women. Tellingly, in our latest crop of high-potential graduate recruits – who are chosen solely on merit – 11 of the 25 are female, and 7 of them are historically disadvantaged South African women.

A culture where women can lead in the skilled workplace is being created. They represent about one in five of our global workforce – with a steadily increasing proportion at the core of our operations.

Today, for example, you will find women driving 300-ton haul trucks or supervising mining operations thousands of metres below ground.

One of our shafts at Greenside coal mine in South Africa is run by a woman – who would not have been allowed underground by law until 2002. Under Zanele Nzamande, her section has one of the most outstanding productivity records in our Group worldwide and this month was the first of its collieries to produce more than a million tons of coal in 2008.

I met recently with Anglo Coal South Africa’s operational women – who range from dragline operators to diesel mechanics – and have seen first hand their determination to make a success of our Women in Mining, launched three years ago to encourage greater numbers of women in the operational workplace.

At the end of my meeting with them, I enquired about the frequency of their meetings – they said that this was the first. I asked them about safety and productivity records related to women in mining – within or outside South Africa. They said: “We are the benchmark!”

At our subsidiary Kumba Iron Ore, of the 570 people in the “skilled and technical” category of employees, 170, or about 30 percent, are women. We must be doing something right there, as Deloitte have recently judged Kumba to be the Best Company

To Work For in the mining sector – and 7th overall in South Africa.

Even though we are in a downturn at the moment, we recognise the potential long-term skills shortage in our industry and are actively reaching out to the female half of the population.

We are trying to recruit and, at the same time, consider issues that relate to what we should be doing to accommodate more women in the workplace, particularly on the operational side. The Women in Mining initiative at Anglo Coal, for example, has been instrumental in overcoming the many challenges in the way of women working underground – from designing more practical uniforms, to new ladies-only change-rooms underground, establishing day-care facilities and progressive maternity-leave policies.

In societies where the traditional nuclear family is increasingly dented by HIV/AIDS and changing social customs, it matters that more and more women are working in meaningful jobs. One quality income can make the difference to this generation and to the children who will be its successors.

For me, supporting the growth and development of our host societies is not window-dressing, but a precondition to achieving commercial success.

In the 20 years I have been running international businesses, and the time I have spent at Anglo, I have gained an appreciation of how much Africa can benefit from the growth of its mining and metals industry.

The mining industry is a net contributor to societies. It creates jobs, pays taxes, provides physical infrastructure such as roads, railways, housing, hospitals, electricity, water and – of vital importance in a continent like Africa – sanitation.

In addition, it acts as a spur for the creation of micro-businesses which themselves help to sustain local communities and family life. And for women in particular, this is an issue of the greatest importance.

But we cannot do everything ourselves. To deliver optimal solutions, there is a need to engage with governments especially. From the perspective of my own Group, I am pleased to see the good relationships that have developed in countries like South Africa and Botswana, which are increasingly benefiting from downstream processing in their own countries of their mineral resources. And a number of these ‘winning African nations’ have a high proportion of ministers who are women – 11 (out of a total of 28) in the case of South Africa, and 6 in Botswana.

In spite of what some people believe, responsible mining companies do not like to work in places where civil society is fragile and governments are weak. At the same time, we have elected to remain in Zimbabwe to support only infrastructure development and food distribution, and our workforce and their families, in these troubled times.

Respect for human rights is linked to our core values. Our Business Principles embrace respect for human dignity and the rights of individuals and of the communities associated with our operations. We support the principles set forth in the Universal Declaration of Human Rights, are an active participant in the Voluntary Principles on Security and Human Rights, and are at an advanced stage in the development of our own Human Rights Policy.

Some of you may have heard recently about the South African Human Rights Commission report examining mining and human rights relating to the communities neighbouring our platinum expansions in South Africa. We welcome this report and its recommendations of how we can better protect the rights of poor and vulnerable people, and we fully intend to go way ‘beyond compliance’ in our dealings with the communities there.

Today’s mining industry reflects the high degree of interdependence between the mining companies and its many stakeholders – governments, communities, shareholders, suppliers, trade unions and NGOs. It is an interdependence born of the:

- Desire for economic growth;
- Increase in our global population – with Africa alone having just reached a billion people;
- Rise of new economic giants in China, India and Brazil;
- Knowledge that there is unfinished work to be done in creating better lives for the people of Africa.

In short, because of the long-term nature of our business and the widely-held expectations that we should be providing physical infrastructure that extends far

beyond our purely operational needs, our industry is indeed shaping things to come by building capacity for economies and local communities.

At this point I would just like to reflect for a moment on a speech on race relations made in March by Barack Obama, now the president-elect of the United States, and whose words have resonated with so many.

He said that:

... We cannot solve the challenges of our time unless we solve them together – unless we perfect our union by understanding that we may have different stories, but we hold common hopes; that we may not look the same and we may not have come from the same place, but we all want to move in the same direction – towards a better future for our children and our grandchildren.”

I feel sure that Miriam Makeba, and her generation who fought the struggle for equal rights for all within South Africa, would see the election of Obama as a historic turning-point. I certainly do so.

At Anglo American we recognise our role in helping to shape a better future for Africa's women and I wholly encourage you to join us in meeting this challenge.

But we cannot do it alone. That is why we need a partnership that draws together the talents of business and government, and one that is in close contact with key stakeholders such as communities, in order to achieve enduring change for the better.

This, of course, will take time. It will demand that we act as leaders, as mentors and as role models in raising the bar by setting different, and more demanding, standards and priorities. And it will demand participation by women on a far greater scale than we have known to date if we are to have a brighter and more sustainable future.

Thank you...