



WOMEN IN MINING Summit

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AUGUST 2025

Agenda



- What it is - in simple terms
- Why it's important
- How to get started
- Who does what
- What to do
- Measuring impact
- Challenges and common objections

What is DEI - in simple terms



- Diversity: Who is in the room – the mix of people within the workplace.
- Equity: Fair access and support to opportunities to level the playing field.
- Inclusion: Feeling like you belong – people working together to contribute fully.
- Workplace Culture: The way we do things around here - celebrating and promoting DEI in daily practices.



Equality



Equity

DEI in Mining – Why it's important



- In Australia, women make up just over half of the population & 22% of mining employees in Australia⁽¹⁾
- On track to reach gender equality on ASX 200 boards by 2030, with women now holding 38.4% of board positions⁽²⁾
- Female unemployment dropping 7.21%, strengthening women's economic participation⁽²⁾
- Australia's gender pay gap still sits at 11.9%⁽³⁾

Innovation and Creativity	Business Performance	Organisational Culture	Morale, Engagement and Belonging	Reputation and Talent Attraction
				

How to get started



- Assess your current state – where are you at now?
- Market research, industry benchmarks and case studies
- Survey to capture baseline data
- Organisation models

Stages of DEI maturity



Which of the following statements best describes your company's approach to DEI?

"DEI is new to my organisation, and we are just becoming aware of it's importance"

Aware



"DEI in my organisation is focused on compliance with equity employment and legal requirements"

Compliant



"DEI has been connected to business initiatives and outcomes in pockets of the organisation"

Tactical



"DEI is part of everything we do as an organisation; we have both internal and external efforts in DEI"

Integrated



"DEI efforts are best in class and remain strong over time through our efforts to continuously improve and evolve"

Sustainable



Who does what



- Everyone has a role to play
- Levels of work within an organisation
- Creating a culture of DEI starts with leadership

Top-down
strategy and
commitment

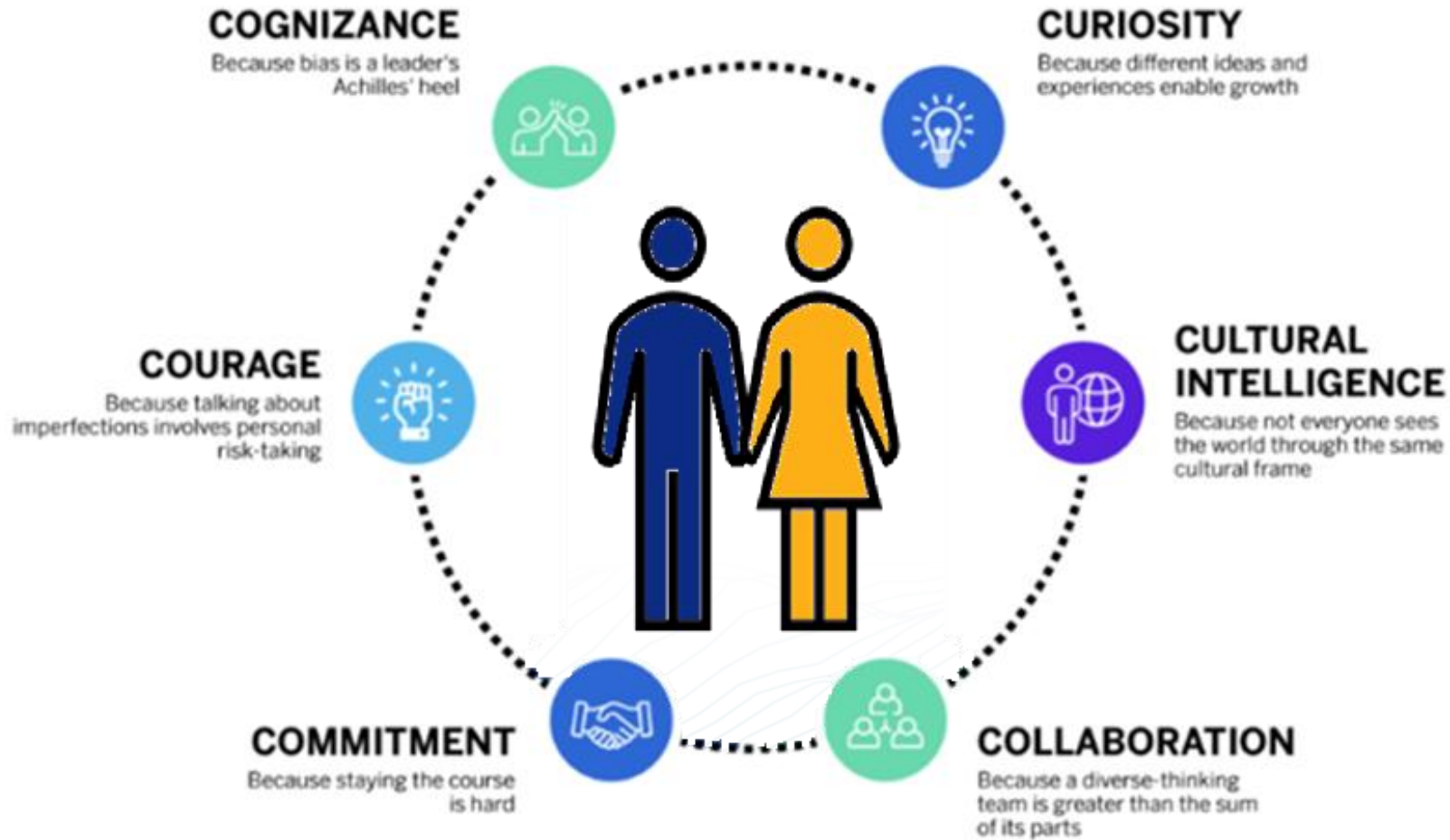


Bottom-up
actions and
initiatives



Successful
organisation-
wide DEI culture

DEI leader qualities



What to do

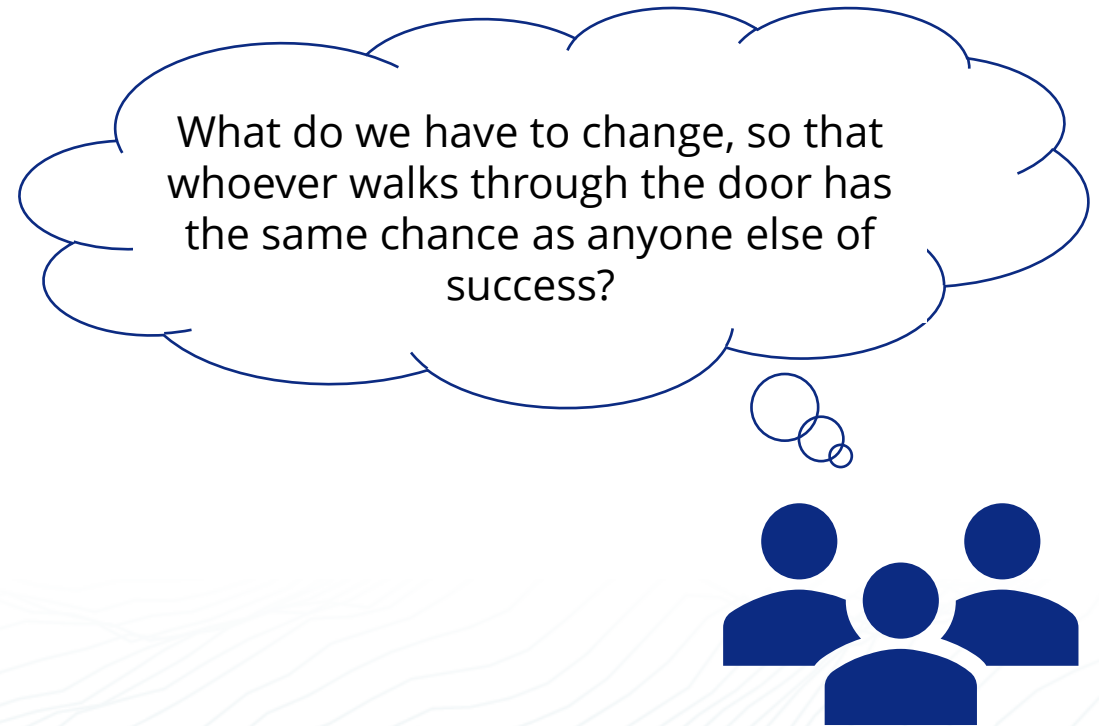


- Human Resources practices
- Active engagement, promotion and awareness
- Addressing systemic unconscious bias and discrimination
- Mentoring, allyship, and inclusive networks
- Training and education
- Creating safe spaces for growth

Human Resource practices



- Systemic alignment and structure
- Inclusive policies
 - Parental leave
 - Flex work (work / life integration)
 - Promote pay equity
- Talent attraction and retention
- Performance management
- Development and advancement



Active engagement, promotion and awareness



- Promote initiatives
- Celebrate diversity
- Encourage open communication
- Business imperative
- Embed DEI into Leadership KPIs
- Daily engagement and team interaction
- Symbols of exclusion

From	To
Pregnant solution	Rich solution
Barren solution	Spent solution
Virgin carbon	Fresh carbon
Foreman	Foreperson
Man-door	Personnel-door



Mentoring, allyship, and inclusive networks



- Mentoring programs and sponsorship:
 - Consider someone unlike yourself
 - Pairings that consider diverse backgrounds
- Allyship:
 - Being an ally is ongoing - not a label, but an action
 - Speaking up when a sexist joke is made
 - Amplifying ideas from underrepresented team members
- Inclusive networks:
 - Employee Resource Groups (ERG), Business Resource Groups (BRGs) or Affinity Groups
 - Site-based inclusion champions

Training and education



- Respect at work training
- Inclusive leadership training
- Bias & cultural competency programs
- Women's leadership programs
- Combined approach
- Educate yourself and engage with different perspectives

Creating safe spaces



- Safe space forums
- Anonymous feedback channels
- Provision of facilities
- Promotion of psychological safety
- Supportive leadership
- Encourage personal reflection and storytelling

Measuring impact



- Make sure you monitor
- Monitoring and evaluation – quantitative and qualitative methods
- Example metrics:
 - Employee demographics
 - Retention rates
 - Employee engagement and satisfaction scores
- Hold leaders accountable
- Recognise and celebrate success



Purposeful leadership

Are your leaders visibly acting as change agents and role models in creating an inclusive culture?



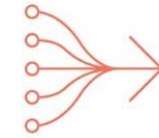
Personal change

Is inclusion explicitly part of the expectations of what good leadership looks like in your organization?



Broad engagement

Do you have a deep understanding of people's different experiences of inclusion and belonging?



Systemic alignment

Have you sufficiently assessed your policies and processes to ensure that they are accelerating inclusion rather than getting in the way of progress?

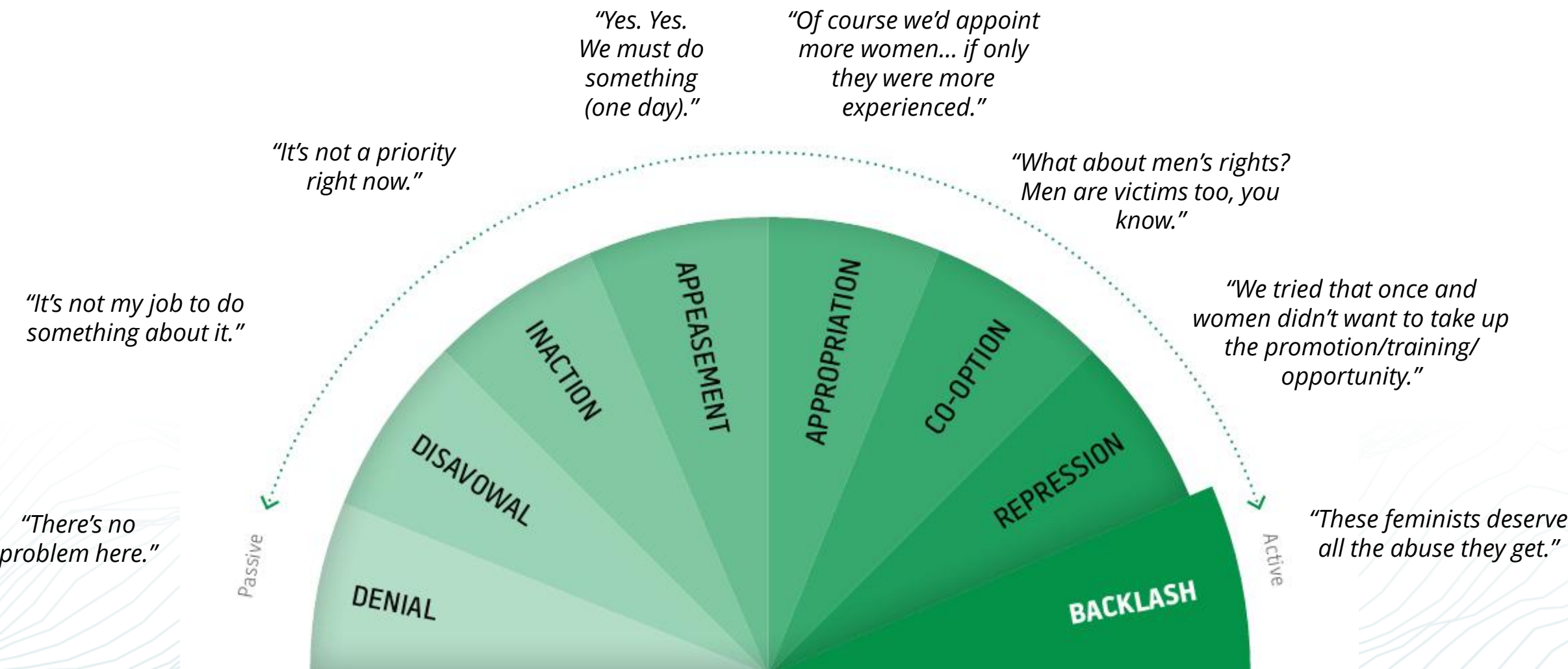


Representation

Has visible progress been made in building a mix of representation at all levels and across all parts of the business?

Source: Heidrick & Struggles International, Inc., 2025.

Challenges and overcoming common objections to DEI

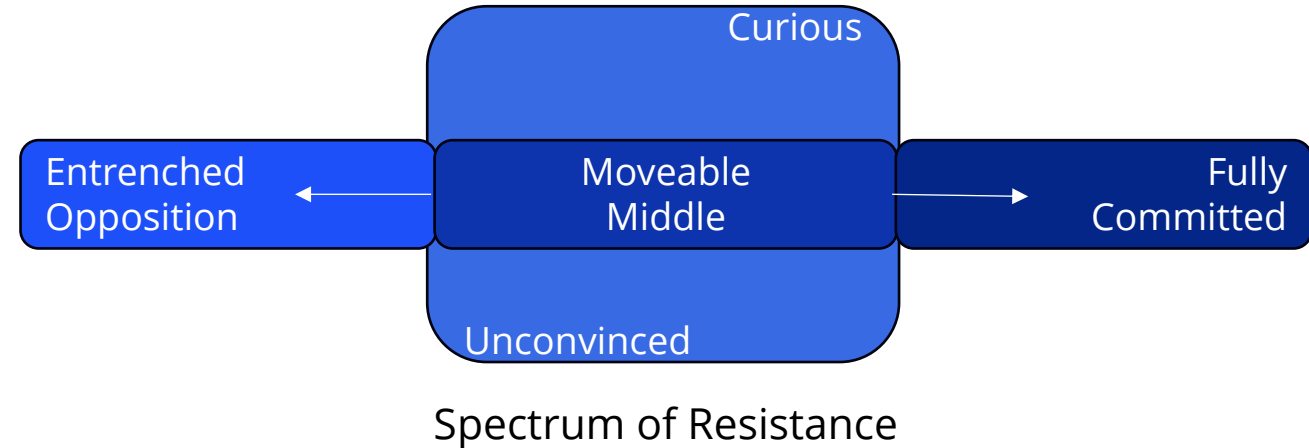


Source: VicHealth, 2018.

Fostering open, constructive conversations with sceptics



- Listen and learn
- Structure and systems
- Frame, don't shame
- Storytelling and mythologies
- Leadership involvement
- Power of peers



Isn't this just political correctness - we're focusing too much on differences.



Shouldn't we hire based on merit?



Summary



- Change doesn't happen in one summit - it happens every day, in every interaction.
- Be present, proactive, persistent and passionate!
- Challenge: What's one thing you'll do differently tomorrow?

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