

Rio Tinto



Women in Rio Tinto

“We believe that when
we liberate women, we
liberate the world.”

www.riotinto.com



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Joined Rio Tinto in 2007



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Harare

Joined Rio Tinto in 1987



Manon Vincelette

Biodiversity, Community Relations and
Sustainable Development Manager
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Joined Rio Tinto in 1996

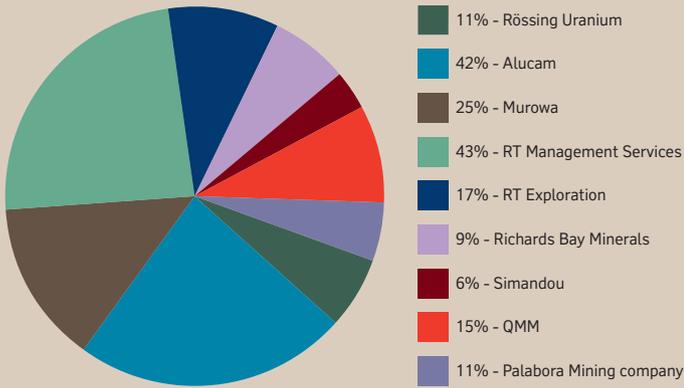
Contents

Michelle Boshoff.....	04	Patience Ndhlovu.....	21
Richards Bay Minerals		Murowa Diamonds	
Moipone Ramela.....	05	Eunice Santos.....	23
Richards Bay Minerals		Rio Tinto Exploration Mozambique	
Samela Sibisi.....	06	Cecilia Vilanculos.....	24
Richards Bay Minerals		Rio Tinto Exploration Mozambique	
Fundi Dlamini.....	09	Pamela Naidoo.....	27
Richards Bay Minerals		Rio Tinto Exploration South Africa	
Bella Kgengwe.....	13	Yvette Rabeninary.....	28
Palabora Mining Company		QIT Madagascar Minerals	
Emma Nxumayo.....	14	Njarasoa Razakasoavina.....	31
Palabora Mining Company		QIT Madagascar Minerals	
Karin Abraham.....	15	Carine Gracia.....	32
Rössing Uranium		Simandou Iron Ore	
Rejice Ihuhua.....	16	Bronwyn King	33
Rössing Uranium		Simandou Iron Ore	
Remona Murugan.....	17	Catherine Taplin.....	34
Rio Tinto Management Services		Simandou Iron Ore	
Carol Hondonga.....	18		
Rio Tinto Management Services			

Rio Tinto

Rio Tinto is a leading international mining group headquartered in the United Kingdom. With more than 60 000 employees, Rio Tinto operates in more than 40 countries discovering, mining, processing and supplying the metals and minerals used in thousands of everyday products that contribute to raising living standards.

Our interests in Africa include Palabora Mining Company and Richards Bay Minerals in South Africa, Rössing Uranium in Namibia, Murowa Diamonds in Zimbabwe, QIT Madagascar Minerals in Madagascar, Alucam in Cameroon, Simandou Iron Ore in Guinea and a number of exciting exploration projects around the continent.



*Breakdown of
women employment
as at January 2011*

Women

Though it is changing, the mining industry is still very male dominated. However, at Rio Tinto we are focused on developing the women who work for us and in the communities where we operate. We believe this approach gives us a competitive edge in the sector. It also provides Rio Tinto with diverse perspectives on operating and growing our business. In addition, our women empowerment efforts are aligned with labour regulations of the countries within which we operate.

Rio Tinto is committed to developing women within the company globally. We have a solid architecture of guidelines to provide equal opportunity for both men and women in Rio Tinto. Developing women stretches across all stages of a Rio Tinto operation – from exploration through to closure, as well as within Human Resources; Procurement; Health, Safety and Environment and Communities.

This booklet portrays women of Rio Tinto in Africa.



Rio Tinto women profiles

Michelle Boshoff

Ecologist

Richards Bay Minerals (RBM)



What does your job as an ecologist entail?

A little bit of everything. I am responsible for co-ordinating all ecological research projects at RBM, reviewing and commenting on environmental legislation and determining how the changes in law will affect our operations. I provide specialist input into various environmental projects, e.g. ecological water targets and biodiversity management. I attend public meetings (to obtain stakeholder inputs and community views) and provide input into regional biodiversity management plans. I also conduct site visits to our rehabilitation stands and monitor coastal forest species.

What are a few resources you would recommend to someone looking to gain insight into becoming an ecologist?

If you like working in the field and if plants and perhaps animals are your passion, then becoming an ecologist is the career for you. To become an ecologist you need to obtain a BSc

degree in Natural Sciences. Museums, game reserves, botanical gardens, herbariums (plant museum) are a few of my favourite places.

Where did it all begin? Did you study ecology? How did you end up at RBM?

My career started in high school. I loved the subject biology. I furthered my studies (BSc degree and BSc Honours) at the University of the Free State. In 1997 I obtained a bursary for a Masters degree at the University of Potchefstroom where I worked through a consulting company (EcoRehab) on acid mine drainage and wetland restoration. My fiancé then moved to Empangeni. Naturally, I had to follow and started in 2000 as research assistant at the University of Zululand. From there I became interested in environmental legislation and was employed at the Department of Environmental Affairs in 2003 as Environmental Officer. In 2005 I was promoted to assistant

manager: Impact Assessment. However, I longed to be back in the field and back in research and when the opportunity arose at RBM in the form of a vacant post for an ecologist I immediately applied. Thus, in February 2007, I started in my dream job and have never looked back.

Do you have people reporting to you?

I do not have people reporting to me directly as I function more in a specialist advisory role reporting to management. I do however oversee the students from the different universities doing their projects on-site. I also oversee work that is being done by the South African National Biodiversity Institute (Millennium Seedbank Project), aquatic biomonitoring and any other research projects.

What advice would you give someone going into your field for the first time?

Ecology is a very wide field. You can become a specialist, for example, on one species such as a tree, or you can become a generalist and focus on population dynamics of different species. Ecologists can be people that roam the field the whole day, or they can work in a laboratory, identifying species, work at universities, in botanical gardens – the list can go on. The best advice I can give is “Find your niche”.

What are you doing to ensure you continue to grow and develop as a leader?

I communicate and get involved with Rio Tinto initiatives. I am currently part of team that will focus on ecological restoration efforts in Rio Tinto operations and do believe that this will be a great learning experience for me. I also further myself in studies through short courses and plan to start my PhD soon.

Where to from here?

For now I am planning to stay at RBM and in Richards Bay. I enjoy working for the company and enjoy the research and opportunities we have on the operation. Sometime in the

“Thus, in February 2007, I started in my dream job and have never looked back.” *Michelle Boshoff*

future, I will possibly like to share my knowledge with other Rio Tinto operations and assist where I can.



Moipone Ramela

Laboratory manager

Richards Bay Minerals (RBM)

What do you do?

I'm the Analytical Services or Laboratory manager at Richards Bay Minerals.

What does a day in the life of your job entail?

It involves lots of meetings to address issues ranging from technical to employees. Some time is spent on the 'shop-floor' to get to know the team I work with since I'm new in the section.

What are your working responsibilities?

I am responsible for supporting my colleagues in the Mining and Production plants by ensuring we provide accurate analyses results within as short a period as possible. I assist the Mine Exploration section with data that allows them to determine where the mineral bearing sand is and thereby determine what the mining pattern should be. I also ensure that product queries from external customers are addressed and feedback given.

What did you do before this job?

I was a production superintendent at the Slag Processing plant.

What challenges do you face in what you do?

A challenge is being a service provider to both the Marketing and the Production sections within the business and keeping both happy, while keeping the team I work with motivated.

Where did you study and when?

I studied at Wits Technikon (now called Johannesburg University) from 1992 and completed my B.Tech. in Chemical Engineering in 1998.

What do you like about your job?

It provides a very broad view of the business both internally and externally in a technical and commercial perspective which I find extremely fascinating.

Has it always been your dream to do what you do?

No, what I'm doing now far exceeds what I had dreamt of in terms of the potential for growth, development and positioning myself better for future prospects. New doors have opened on the horizon I didn't even realise existed before.

Any advice for young people who would like to do your kind of job?

Nothing can ever replace hard work, dedication and integrity, no matter what stage of life you are in. A good sense of humour

also makes up for the few bumps life delivers once in a while as well. So don't take yourself too seriously; be able to laugh at yourself.

Where do you see yourself in the near future?

Since I'm very new in the current position I don't see myself moving too soon from where I am. However, once I feel I have matured in this position, I would venture into a production environment once more and navigate my way to becoming a general manager.

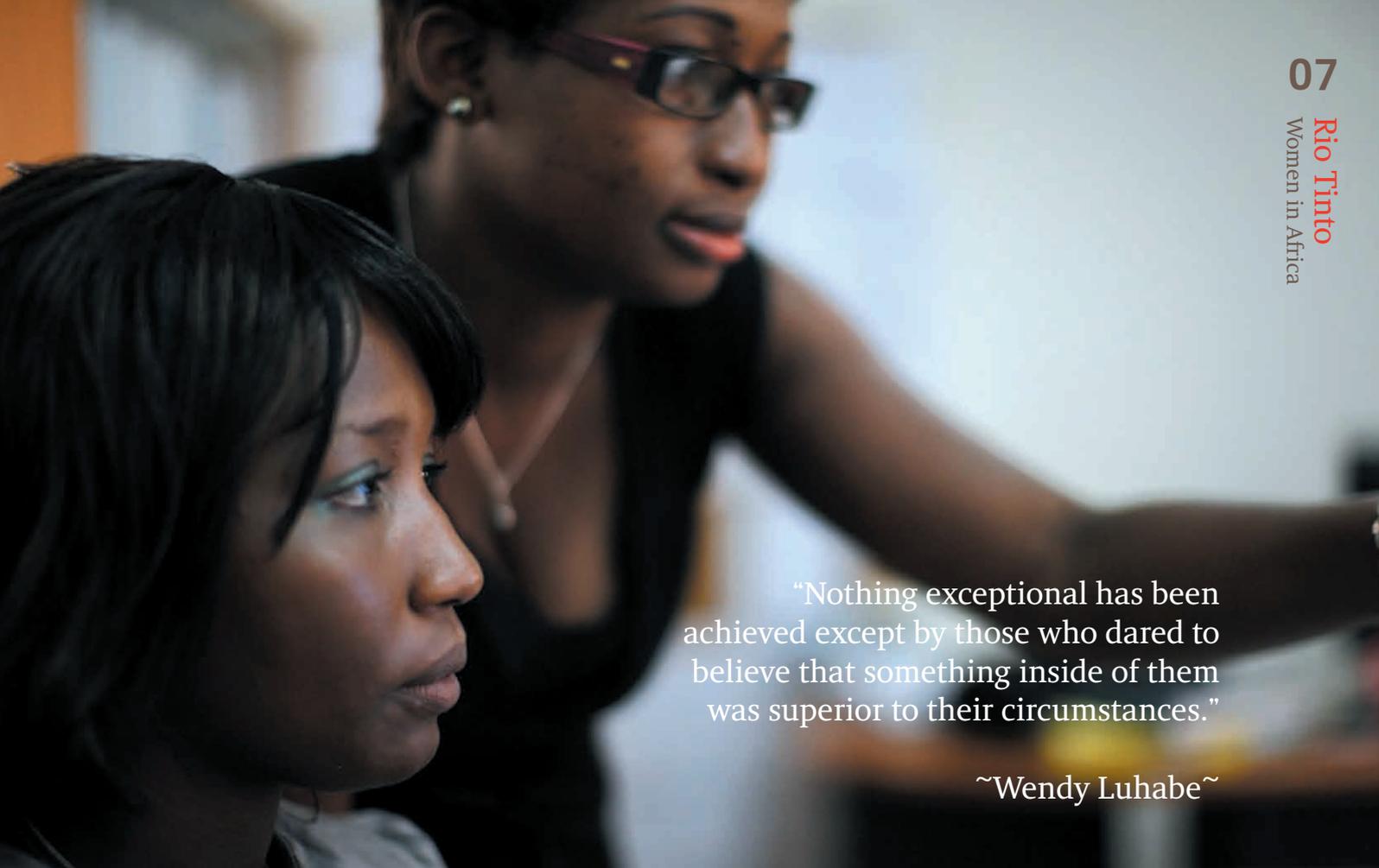
**Samela Sibisi**

Geologist

Richards Bay Minerals (RBM)

What does your job as geologist entail?

It involves drilling ahead of mining ponds to understand mineral content of the orebody and also to identify any difficulties which will be encountered during mining. This information serves as input in designing mining ponds. I also ensure drilling targets are met and that drilling activity (e.g. sampling, logging, capturing data) is completed on time and



“Nothing exceptional has been achieved except by those who dared to believe that something inside of them was superior to their circumstances.”

~Wendy Luhabe~

to quality standards. I also assist in controlling costs through business improvement specific to drilling. I can summarise by saying that my job as a geologist helps Rio Tinto to assess its business value – because the company can only exist if the mineral content of the orebody, its richness, can be adequately quantified. The role played by geologists, in particular, is central to this.

What are a few resources you would recommend to someone looking to gain insight into becoming a better geologist?

Joining the South African Institute of Mining and Metallurgy and the Geological Society of South Africa is very useful. In this way, one can get updated on technical issues and trends in

the fields of Geology, Metallurgy and Mining from the monthly journals. These organisations also give updates on upcoming courses and conferences which allows for broadening one's horizons.

Where did it all begin? What did you study? How did you end up at RBM?

It all began back in high school where my favourite geography teacher recommended that I do geology. I showed a keen interest in the outdoors and in the earth's origin and associated topics. I then studied for a BSc Geology degree at the University of KwaZulu-Natal. I decided to look for work experience in my field of study in my final year to gain an appreciation of



the theoretical principles. With a few courses outstanding before graduation, I decided to send my CV to a recruitment agency that was recruiting contractors for Rio Tinto. I was then granted an interview which led to a six-month contract. When I graduated I was called back as they needed a geologist. I formally joined Rio Tinto in 2007 on a permanent basis. It's been quite a wonderful ride since then.

Can you name a person who has had a tremendous impact on you in your career? Maybe someone who has been a mentor to you? Why and how has this person impacted your career?

My then supervisor, Noxolo Zwane, played a major role in shaping me into the geologist I am now. I had zero understanding of the mining environment when I started working as a contractor. She immediately identified that I needed guidance and mentoring. She took me under her wing and gave me the necessary support. Her personality attributes – dedication to her work, high IQ and generous support she gave – were inspiring. She continuously motivated me to always improve myself and have an open mind for learning new things.

Do you have people reporting to you?

Yes, I am responsible for a drilling crew. Even though they are not my direct reports, I am still responsible for their performance.

What advice would you give someone going into your field for the first time?

To go in with an open mind and be willing to continuously learn because of the vast scope. As the old adage goes: 'Knowledge is power'.

What are you doing to ensure you continue to grow and develop as a leader?

In my quest to grow I am developing my technical skills and ability to analyse data and interpret them in a way that

will add value to Richards Bay Minerals. I am learning the relevant geological software to be able to model and interpret information from the drilling activity. I always like to tackle challenging things and subjects so as to build my character.

Where to from here?

I am planning on doing my honours in geology full-time at the University of KwaZulu-Natal. The company has offered me an excellent opportunity to further my studies. This would then allow me to register for professional status, whilst learning as much about the business of mining.



“To go in with an open mind and be willing to continuously learn because of the vast scope. As the old adage goes: Knowledge is power.”

Samela Sibisi

Fundi Dlamini

Principal advisor:

Transformation and Sustainable Development

Richards Bay Minerals (RBM)



What does your job as a principal advisor: transformation and sustainable development entail?

I look after mining rights issues, for example mining rights conversion and negotiating surface rights with the government and communities. I also oversee the transformation programme at RBM. There is a transformation committee chaired by the managing director, transformation forums and women in the mining forum that I coordinate.

What are a few resources you would recommend to someone looking to gain insight into becoming a better principal advisor: Transformation and Sustainable Development?

The first resource is your inner strength and your spiritual well being. That is where it starts – who you are and how you impact people around you.

Where did it all begin? What have you studied? How did you end up at RBM?

I have a Bachelors Degree in Social Work, a post graduate diploma in human resource management and I am busy with my post graduate diploma in Strategic Engagement. I am passionate about working with people.

Can you name a person who has had a tremendous impact on you in your career? Maybe someone who has been a mentor to you? Why and how has this person impacted your career?

Since I joined RBM, I worked with a number of people who acted as mentors to me directly or indirectly. The one person who stands out is Thabi Shange who retired last year. I reported to her for three years. The fact that she was the first female general manager at RBM was a great encouragement and she had great passion for what she did and was very strategic. What I learnt from her is something I could not get in any book. I have also learnt a lot through observing other leaders, such as our managing director. I think he is a great leader, a man of integrity and a people's person. The general manager for Communities and Corporate Relations, I have almost a similar personality to his. I learnt a lot from observing him and was always seeking advice. A lot of people confuse meekness with weakness. The Bible says Jesus was a meek person, but if you look at what he achieved, he was not weak at all.

What is one characteristic that you believe an RBM leader should possess?

Integrity and uBuntu - meaning humanity.

“Our vision is to make a difference in our world.”

Fundi Dlamini

What advice would you give someone going into your field for the first time?

It is important to learn and understand the environment you are entering. Work is not always about qualifications. Your attitude towards work and people around you determines how successful you become. If you have little respect for other people, chances are you will struggle.

What are you doing to ensure you continue to grow and develop as a leader?

I read a lot of leadership books; my favourites are “Leading like Jesus” and Good to Great. I ask for feedback from my colleagues and my mentor. I also ensure that I practise what I learn. The course I am currently doing at the University of Cape Town has helped me to realise my leadership potential and continue seeking growth as a leader.

What do you like to ask other leaders when you get the chance?

How do they balance their lives – work, family and personal life.

Where to from here?

I'm looking forward to RBM getting the “new” licence and to continue building the capacity of the communities around us. Our vision is to make a difference in our world. I would like to see this vision realised.



“Strive to achieve a different
Phd - that of passion, hunger and drive.”

~Dr. Felicia Mabuza-Shuttle~



“It is important to nurture any new ideas and initiatives which can make a difference in Africa.”

~Wangari Maathai~



Bella Kgengwe

Supervisor for Vermiculite Operations
Palabora Mining Company

What does your job as a supervisor for Vermiculite Operations laboratory entail?

I do production, quality control and monitoring to ensure we meet our day to day sampling analysis target and uphold the integrity of our results. I am also responsible for shipment, issuing of certificates analysis and handling customer queries. I handle all sampling queries and I am in charge of laboratory personnel shift cycles as well as human resources. My other duties include being involved in training samplers to better understand their role, reviewing operating procedures and improving standards. I also ensure that we comply with Health, Safety and Environment regulations.

What are a few resources you would recommend to someone looking to gain insight into becoming a better team leader?

Be keen to learn from others at all times.

“Be keen to learn from others at all times.”

Bella Kgengwe

Where did it all begin? What have you studied? How did you end up at Palabora?

I studied extraction metallurgy at the University of Johannesburg. I completed my national diploma in 2004 and worked for a year at Driefontein Gold Mine. I was then granted a bursary by the same company which enabled me to study towards my B-Tech. After completing my B-Tech in 2006, I worked as a graduate metallurgist for the same company, and then as a plant metallurgist from 2005-2008. I ended up in Palabora by applying for a job as a laboratory metallurgist.

Do you have people reporting to you?

Yes, I lead a team of 15 people; two contractors and 13 Palabora employees.

What advice would you give someone going into your field for the first time?

To seek career counselling and guidance at school or at an open day at universities. It might be a good idea to work for a year or during school holidays at metallurgical plants to gain practical knowledge.

What are you doing to ensure you continue to grow and develop as a leader?

I work hand in hand with my superintendent so I can act in his place when he is not around. I also work closely with other managers and learn from them so that I can become a better leader.

Where to from here?

Being the best leader I can be and continuing to study.



Emma Nxumayo

Marketing & sales coordinator

Palabora Mining Company

What does your job as a marketing and sales coordinator entail?

I do a bit of marketing research and selling products to the end user. I coordinate daily production with the plant.

What are a few resources you would recommend to someone looking to gain insight into becoming a better team leader?

A marketing diploma or degree is important, so is a knowledge in sales. You must have an interest in marketing and working with people at different levels and of different cultures.

Where did it all begin?

I started at Palabora in 1994 as a secretary in training at Engineering Services and later worked as an administrator at Human Resources (Manpower division). I later joined

Vermiculite Operations as a confidential secretary. I started getting interested in the marketing and shipping of vermiculite. I was appointed as a sales administrator where I worked with both vermiculite and copper products. Later on I was promoted to marketing and sales coordinator.

What have you studied?

I studied for a secretarial diploma and later did a diploma in shipping.

How did you end up at Palabora?

I was recruited as one of the first black secretaries on the mine in 1993.

What is one characteristic that you believe a Palabora leader should possess?

Good leadership and communication skills.

What is the biggest challenge facing Palabora today in terms of the environment?

Radioactivity and SO₂. Palabora tries hard to keep to the limit.

What advice would you give someone going into your field for the first time?

Attention to detail is of paramount importance. Being safety conscious at all times is very important. Palabora is zero tolerant on safety infringement.

What are you doing to ensure you continue to grow and develop as a leader?

I continue on personal development through private studies and attending the required Palabora supervisory courses. I passed the supervisory legal examination in 2009.

Where to from here?

Lots of dreams; but I am working up to the next level on the ladder towards a superintendent position.



Karin Abraham

Grade control geologist
Rössing Uranium

What does your job as a grade control geologist entail?

The primary objective is to ensure accurate guidance in terms of physical area to mine ore and meeting the requirements in terms of quality ore.

What are a few resources you would recommend to someone looking to gain insight into becoming a better grade control geologist?

The person must have zeal, determination and be hard working.

Where did it all begin? What have you studied? How did you end up at Rössing?

I guess it all started at high school when I wanted to do

something dealing with the Earth. I always preferred Earth Sciences and was fascinated by how the earth functions and wanted to know more. I enrolled at the University of Namibia majoring in Geology and Economics and did my Honours at Rhodes University. Before I joined Rössing, I worked as a Junior Geologist for Samicor on offshore diamond concessions. I enjoyed my job, but I did not see myself working at sea for a long time, so I searched for other opportunities. When a job opportunity from Rössing came my way, I grabbed it with both hands and have been here for about four and a half years; and I am still loving it!

Can you name a person who has had a tremendous impact on you in your career? Maybe someone who has been a mentor to you? Why and how has this person impacted your career?

My best friend, Martha Uumati, who is currently pursuing her PhD in Scotland. We have this motto: "God will seat us among the influential" and we always remind each other of this promise. Martha is very determined, persistent and full of faith. She never gives up no matter the adversaries and believes that nothing is impossible with God. She always encourages me to give my best in everything I do – as iron sharpens iron so we sharpen each other, and all that impacts the way I cherish myself and my career.

Do you have people reporting to you?

Yes. A graduate Geologist, a Geological Technician and three Senior Geological Assistants.

What is one characteristic that you believe a Rössing leader should possess?

I think good communication is the key to effective leadership. He or she must be a good communicator and listener; have the ability to involve every member in the team and treat everyone with respect and fairness.

“I read books and listen to CDs on leadership; I attend leadership seminars (at church, work and business) and associate with people who have sound leadership qualities and live them.”

Karin Abraham

What are you doing to ensure you continue to grow and develop as a leader?

I read books and listen to CDs on leadership; I attend leadership seminars (at church, work and business) and associate with people who have sound leadership qualities and live them.

Where to from here?

There is a sea of opportunities for me. I have just been moved from Grade Control to Resource Evaluation, so I am embarking upon a new journey in Geology. By God's Grace within the next two years I will be the resource evaluation specialist.



Rejoice Ihuhua

Superintendent: Mine monitoring and control
Rössing Uranium

What does your job as a superintendent: Mine monitoring and control entail?

Maintaining and validating the data within mining operations to have a true depiction of what is going on in the pit.

What are a few resources you would recommend to someone looking to gain insight into becoming a better superintendent: Mine monitoring and control?

Having a good database background, understanding data accuracy and precision and understanding optimal mining through dispatching. It is also wise to keep abreast of the latest information and trends in using equipment effectively and in data management.

Where did it all begin? What have you studied? How did you end up at Rössing?

Having grown up with boys at home, high heels and office suits did not do it for me or interest me that much. But rather boots, fidgeting with gadgets and pursuing a science background through my primary and secondary schooling eventually led me to the engineering field. Not being afraid to get my hands dirty, mining was always an exciting option. I studied BSc Engineering (Mining) at the University of Witwatersrand in South Africa.

Being a graduate engineer at NamDeb Diamond Corporation Pty Ltd, I applied for a dispatch engineer position at Rössing, ending up in the Mine Monitoring & Control department. I have been working at Rössing for almost two years.

Can you name a person who has had a tremendous impact on you in your career? Maybe someone who has been a mentor to you? Why and how has this person impacted your career?

My mother – her being a teacher, one was forced to take education to heart and understand the privileges, freedom, and the independence that education can give you as a person. She was a leader and shining example through ensuring that her's or any other student she came across understood what

education meant. Even though she's passed away, I try to emulate her as a leader and teacher.

Do you have people reporting to you?

Yes, I've got 13 people working under me – one dispatch engineer, two shift controllers and eight dispatchers, with two extra positions that still need to be filled.

What is one characteristic that you believe a Rössing leader should possess?

That you must have determination and be an innovative individual, with a well defined, balanced approach to all your staff. You must introduce new ideas and make people believe in you and that you believe in them.

What are you doing to do ensure you continue to grow and develop as a leader?

Keeping abreast of the latest developments in my own department and about what my staff have to say about Mine Monitoring and Control, so that if I do not know how to handle a certain situation, I can consult with the people I regard as leaders to guide me.

“Having grown up with boys at home, high heels and office suits did not do it for me or interest me that much. Not being afraid to get my hands dirty, mining was always an exciting option.”

Rejoice Ihuhua



Remona Murugan
Information Systems & Technology (IST)
Customer engagement manager
Rio Tinto Management Services

What does your job as an information systems and technology customer engagement manager entail?

I am the interface with the customer and responsible to strengthen the relationship with the customer and I ensure that customers are satisfied with the level of services provided by IST. I also increase understanding of IST services and manage customer expectations. I work closely with the Applications, Infrastructure and Information Security teams to implement improvement initiatives as well as provide input into the best/most appropriate solutions for customers. I present and agree on planned costs with customers, resolve any related issues and identify opportunities for cost reduction.

Where did it all begin? What have you studied? How did you end up at Rio Tinto?

I studied at the University of Cape Town. My first job was as a

database administrator. I worked for the IT outsource partner of Richards Bay Minerals. When the decision was made to start the office in Johannesburg, I was offered the opportunity to be part of the management team. My first role was to set up the service desk in Johannesburg and the desktop support teams at each customer. I then moved on to my current role in January 2009.

Can you name a person who has had a tremendous impact on you in your career? Maybe someone who has been a mentor to you? Why and how has this person impacted your career?

My father has had a big impact on my career and is still my 'go-to' person whenever I have a situation that needs a different point of view. There are two things that I still keep at the back of my mind today:

- There is an important difference between a leader and a manager. What I strive to be is a leader – your team and colleagues should trust you and believe that you are moving in the right direction.
- It takes a long time to build a good reputation and a few seconds to destroy it so all decisions should be very carefully considered and made with integrity.

Do you have people reporting to you?

No.

What is one characteristic that you believe a Rio Tinto leader should possess?

Integrity. Relationships are built on trust and the ability for people to know that you are able to deliver on your commitments.

What are you doing to ensure you continue to grow and develop as a leader?

I continuously assess myself to determine what I can/should be doing better. I keep an open mind as one can learn something new every day. I read self-help and motivational books to learn from other successful leaders. Most importantly, I try to stay inspired.

"Hopefully, my Karma leads me to the same place."

Remona Murugan

Where to from here?

I know where I would like to be and will work towards that. Hopefully, my Karma leads me to the same place.



Carol Hondonga

Recruitment and talent manager Africa

Rio Tinto Management services

What does your job as Recruitment and talent manager entail?

I am responsible for Southern Africa in leading a team of six to serve and support the African Rio Tinto businesses in all aspects of sourcing. This includes attraction, recruitment selection and talent management, as well as Senior Search in alignment with pre-defined workforce plans.



“I believe a Rio Tinto leader should focus on building a highly engaged team as that is the key to delivering superior results.” Carol Hondonga

What are a few resources you would recommend to someone looking to gain insight into becoming a better Recruitment and talent manager?

It is important to understand the sector you are operating in and to know what your competitors are doing. Where scarce skills are required then “out of the box” thinking needs to be applied to ensure success as traditional sourcing channels will not be effective. Service quality is key and a good experience must be created for potential candidates and hiring managers. Metrics such as cycle time and cost per hire are also required to assess performance. On a continuous basis one must network and keep abreast of recruitment best practice.

Where did it all begin? What have you studied? How did you end up at Rio Tinto?

I made a career change from Banking to Human Resources

in 1998 when I became the Service Quality and Training Manager at Standard Chartered Bank. Since then I developed my career in management roles in Organisational Learning and Generalist Human Resources working for regional and international institutions in Southern and East Africa. I have a Masters in Business Leadership, Bachelor of Economics Honours Degree and a Diploma in Human Resources. I joined Rio Tinto Exploration in 2007 as human resources advisor Africa as they were looking for someone who had experience in working in various African countries.

Can you name a person who has had a tremendous impact on you in your career? Maybe someone who has been a mentor to you? Why and how has this person impacted your career?

I have reported to great and supportive managers for the past 13 years. They have appointed me into positions which play



to my strengths and which have developed and given me great international exposure and allowed me to make positive contributions.

What are you doing to ensure you continue to grow and develop as a leader?

Learning never ends. So I continue to be in touch with latest

developments, build professional networks and I have a professional coach to support me too.

Where to from here?

A company as large Rio Tinto presents several opportunities. I look forward to an experience in other continents and various Product Groups.



Patience Ndhlovu

Mine surveyor

Murowa Diamonds

What does your job as a mine surveyor entail?

Mine surveying is about accurately measuring, quantifying the production output and reconciliation of the pit output, stockpile and dump volumes. This means that what was mined out of the pit, what is processed at the plant and what is remaining in the form of stockpiles and dumps, has to add up. Also there are maintenance and updating of accurate mine plans including the site plans. There are checks on positional accuracy, levelling and giving direction and position offsets for mining and geological purposes. Then there is serving the needs of various departments in terms of their requirements. This can include elevations, positioning, and surveying homes affected by blasting. It can also include engineering and other community issues.

What are a few resources you would recommend to someone looking to gain insight into becoming a better mine surveyor?

Knowledge and skill are important. There is a need for observation and attention to detail to come out with accurate results. Surveying is all about accuracy. For the results (volumes and plan drawing) to be accurate, the detail has to be correctly

picked from the field. Also, appropriate training, the right equipment for the job and well trained assistants are required for the best results. Also there is need for availability of transport to different work stations.

Where did it all begin? What have you studied? How did you end up at Murowa?

I did my diploma in mine surveying at the Zimbabwe School of Mines in 2001. I started at Isabella Mine, which mines gold, in October 2002 and was confirmed Mine Surveyor in April 2003. I moved from Isabella and joined a cement company, Sino-Zimbabwe Cement Company in February 2005. Due to lack of technology, I then moved to Murowa in May 2007. I have been here for three years.

Can you name a person who has had a tremendous impact on you in your career? Maybe someone who has been a mentor to you? Why and how has this person impacted your career?

My mentor, he made me realise my capabilities as a person and taught me what it takes to be a good surveyor. He made me the surveyor that I am, from when I was a student and he continues to be my advisor where surveying is concerned. In Murowa I am the only surveyor and each time I need a second opinion, I consult. He is always available.

Do you have people reporting to you?

Yes, a survey assistant and two other assistants who rotate.

What is one characteristic that you believe a Murowa leader should possess?

Integrity.

What are you doing to ensure you continue to grow and develop as a leader?

I continuously look for relevant developmental courses in my field and attend them so as to deepen my understanding and leadership role. I have attended a course in project management and am currently studying towards a Bachelor of Commerce in Administration with the University of South Africa (UNISA) and studying for a Mine Surveyor's Certificate



of Competence. I also do research and present my findings at conferences and I have presented a paper on the role of value addition to mineral resources in enhancing economic growth. It was a case study for Zimbabwe at the 4th Young Scientists Conference held in Kenya in December 2009. Currently, I am doing research on the effects of small scale mining on climate change. As I present at international conferences, I network with other leaders and professionals whom I interact with and carry the company's brand. My behaviour and conduct at such occasions will be guided by the culture and values I bring from Rio Tinto.



Eunice Santos

Office manager

Rio Tinto Exploration Mozambique

What does your job as an office manager entail?

I'm responsible for all the administrative, human resources and finance issues (this includes accountancy supervision).

What are a few resources you would recommend to someone looking to gain insight into becoming a better office manager?

I would recommend the person to be focused and dedicated.



Where did it all begin? What have you studied? How did you end up in Rio Tinto Mozambique?

When I finished grade 12, I wanted to go to university to study Economics but I ended up studying Accountancy and Audit. During the course I had a subject called "Financial Management" which inspired me. I realised that I wanted to follow that career. When I was writing my thesis I had the opportunity to join Rio Tinto, in June 2006.

Can you name a person who has had a tremendous impact on you in your career? Maybe someone who has been a mentor to you? Why and how has this person impacted your career?

The former Mozambique's country manager, Mr. Mark Alvin, had a tremendous impact on my career. When I joined Rio Tinto I had just finished my degree and had no experience in business. He taught me a lot about work behaviours, procedures and ethics and policies of Rio Tinto and business in general.

Do you have people reporting to you?

Currently I have four people reporting directly to me.

What is one characteristic that you believe a leader should possess?

A leader should be persuasive, charismatic, focused on detail and above all must be human.

What advice would you give someone going into your field for the first time?

Tenacity and willingness to learn.

What are you doing to ensure you continue to grow and develop as a leader?

Keep on learning every minute I can and have an open mind to face all the adversities.

Where to from here?

I want to continue my studies and get a PhD degree, improve as a leader and maybe be an example for others.

"Tenacity and willingness to learn." *Eunice Santos*



Cecilia Vilanculos

Community relations officer

Rio Tinto Exploration Mozambique

What does your job as a community relations officer entail?

I establish and maintain an environment of harmony between the project, government, other partners operating in the area and community. I also keep a strong presence of the company within the communities located on the project area. I do this by keeping the community and its leaders informed about Rio Tinto projects. I ensure that all are prepared and informed about drilling processes and ensure they receive compensation for work done on their farms.

What are a few resources you would recommend to someone looking to gain insight into becoming a better community relations officer?

I would advise that responsibility and dedication to assisting people is the best way to good performance of the function.



“Being capable of handling the operational aspects of your business is just one facet of leading a business today. It’s the other aspects that often define a true leader.”

~Nicky Newton-King~

Where did it all begin? What have you studied? How did you end up at Murowa?

I come from a very large family. I have always lived with many people and have always liked to help and learn from others. I love to interact. I am a teacher by profession, and when the call came I responded to join the social work environment because I wanted to get involved with community work. I invested much in various courses and read a lot of literature. I have participated in many workshops offered by other organizations. I had in the past done consulting work for Rio Tinto which I enjoyed very much. When the company contacted me to offer me this position I accepted.

Can you name a person who has had a tremendous impact on you in your career? Maybe someone who has been a mentor to you? Why and how has this person impacted your career?

I have two people who have influenced me personally and professionally. First my father was head of a big company and a great community leader. I always enjoyed and admired the way he led groups of people and his connection with all workers. He always encouraged me to deal with people with kindness and great respect. The second person is Gaye Thompson whom I worked with previously. She is a multifaceted person with much experience in a range of areas, hard-working, tough and very organised. She groomed me to fit in well in my current position.

What is one characteristic that you believe a leader should possess?

A leader should be dynamic, intelligent, innovative, observant, thoughtful, and able to identify problems and seek solutions. He/she should maintain a link with staff and be able to listen and keep a good working environment around the office for everyone.

What is the biggest challenge facing Rio Tinto Exploration in Mozambique today?

Our community relations efforts must always be engaging and effective in developing our people. Thankfully we are working

closely with local government to continuously improve our programmes for the benefit of the communities.

What are you doing to ensure you continue to grow and develop as a leader?

I want to study, continue to seek more and better knowledge and read literature related to community relations. I want to also expose myself to more interaction with colleagues from other Rio Tinto businesses in Africa, counterparts and acquaintances to share ideas and talk about challenges.





Pamela Naidoo

Country manager, Exploration
Rio Tinto Exploration, South Africa

What does your job as a country manager, Exploration entail?

My job as Country Manager, South Africa in Rio Tinto Exploration entails leading a country team to deliver ore bodies capable of becoming large, low-cost, long life mines to the Rio Tinto Group. This is done by discovery, joint venture, and acquisition. The process involves the early phases of the exploration - from concept and target generation, through target testing, evaluation and onward to Order of Magnitude for delivery of discoveries to Product Groups. Projects are prioritized on Health, Safety and Environment, economic, commercial and political factors. I am also responsible for ensuring that Rio Tinto's commercial, legal and statutory obligations within South Africa and internal Rio Tinto compliance standards in Exploration are met. This includes interacting with various stakeholders including Rio Tinto business units, governments, regional or local communities, potential joint venture partners and competitors.

Where did it all begin? What have you studied? How did you end up at Rio Tinto Exploration?

My interest in geology began as a child, with a fascination with science, volcanoes, gemstones and dinosaurs which I didn't outgrow. I studied at the University of Kwazulu Natal, obtaining a BSc in Geology and Applied Geology, followed by an Honours degree in Geology. An Honours degree is required to register as a Professional Natural Scientist in South Africa. I began work with Gencor-Billiton, working on mine production and exploration in the Kalahari manganese and Postmasburg iron ore fields, as well as working on Bushveld Chrome deposits. Thereafter I joined Billiton's Africa Exploration department, working on target generation and desktop studies for base metals and spending some time on South African industrial minerals projects as well. A highlight was drilling a magnetite deposit in north central Vietnam. It was during this period, after working as a geologist for five years, that I began doing the Masters programme in Exploration at Rhodes University part time. This included visiting more than 50 mines and projects in Southern Africa covering a wealth of different mineralization styles and exploration techniques, backing up the old adage that "a good geologist has seen the most rocks". I have since worked in different commodities in different companies.

I was eager to return to grass roots exploration and the thrill of making discoveries so I jumped at the opportunity to join Rio Tinto. My mining background has given me excellent insight into what is required of a deposit to make it a potential mine, working with communities and government stakeholders and managing teams towards successful programme delivery.

Do you have people reporting to you?

Yes, two geoscientists, a minerals rights specialist and a graduate geologist. Field teams in turn report to the geoscientists on a project basis.

Where to from here?

As a geologist, I would like to be part of a team that discovers a mine. Eventually I want to be a technical director, using my knowledge and experience to help shape a company's strategic growth. I was privileged to be involved in forming

a new association for female mining professionals, Women In Mining South Africa (WiMSA), together with other enthusiastic, dedicated women in 2010. I will continue with my commitments to WiMSA, growing the organisation to eventually reach a majority of professional women in mining. I will continue serving on the Geological Society of South Africa management committee and would be honoured to serve as its president sometime in the future. I want to continue growing as there is always something new to learn, whether professionally or in other aspects of my life.



Yvette Rabeninary

Integrated development programme
coordinator

QIT Madagascar Minerals (QMM)

What does your job as an integrated development programme coordinator entail?

My work is about providing training to people so that they can

have a sustainable income generating activity to improve their living conditions while preserving biodiversity.

What are a few resources you would recommend to someone looking to gain insight into becoming a better coordinator?

Leadership, better communication skills and lots of will.

Where did it all begin? What have you studied? How did you end up at QMM?

I did engineering studies at the University of Madagascar, then I left for Italy to further my studies in the agronomy domain - research on rice - and in agricultural processing, at the University of Turin. I worked for a long time in an engineering consulting firm in Rome, Italy, as an engineer advisor. Then, I returned to Madagascar and started to work in the field of rural development as technical director in a non-governmental organisation in Toamasina. I later worked in Antananarivo as Consultant in the Rural Development Support Programme funded by the World Bank. Then I met Manon Vincelette, biodiversity and communities manager and landed at QMM, thanks to her.

Can you name a person who has had a tremendous impact on you in your career?

My husband who is a sociologist influenced me mostly and has helped me throughout my career. He taught me about business and how to write and submit good reports. Within QMM, Manon Vincelette pushed me to go further, to have first of all self-reliance and to draw from my head all the knowledge and experiences I have acquired. She gave me all the possibilities and the freedom to express my ideas concretely and the right to make errors as well.

Do you have people reporting to you?

I have six people under my direct supervision, in addition to five NGOs and one association (totalling 55 employees).

A woman in a green patterned dress is laughing heartily in an office setting. In the background, another woman wearing a yellow headwrap and a red patterned top is looking towards the camera. The office has wooden bookshelves and a whiteboard.

“You won’t get paid for your ego. Leave it outside and get the job done - or it will count against you.”

~Maria Ramos~

A man and a woman, both wearing white hard hats and high-visibility safety vests, are standing on a construction site. The man, on the left, is wearing a white hard hat with the RBM logo and sunglasses. The woman, on the right, is wearing a white hard hat and a red top under her safety vest. They are both looking at a document held by the woman. In the background, there is a large orange excavator with 'INDUNA HITACHI' written on its arm, and a large black truck tire. The sky is clear and blue.

“We are required to walk our own road - and then stop, assess what we have learnt and share it with others. It is only in this way that the next generation can learn from those who have walked before them.”

~Mama Albertina Sisulu~

What is one characteristic that you believe a QMM leader should possess?

A leader must be armed with patience and ability to listen to her subordinates.

What are you doing to ensure you continue to grow and develop as a leader?

It is very important for me to listen to people: beneficiaries, partners and agents, about their personal problems and their techniques in the field. I also always get innovative ideas through visits to other QMM sites.

Where to from here?

I would like to be a head of the alternative energy production programme.



Njarasoa Razakasoavina

Customs and transports coordinator,
procurement
QIT Madagascar Minerals (QMM)

What does your job as a customs and transports coordinator entail?

I provide various equipment required by the mine. I'm involved in all air shipment and a part of sea shipment for QMM.

What are a few resources you would recommend to someone looking to gain insight into becoming a better Customs and transports coordinator?

Willingness, rigour and outstanding organisational skills.

Where did it all begin? What have you studied? How did you end up at QMM?

In university I studied finance. I was employed at QMM in the procurement department (from March 2006). I learnt from QMM all relevant work in relation to procurement: buying, sourcing, shipping until the end of 2006. Then in 2007, QMM offered me an opportunity to work on logistics.

Can you name a person who has had a tremendous impact on you in your career? Maybe someone who has been a mentor to you? Why and how has this person impacted your career?

Mr David Stone, the previous principal advisor Sustainable Development of QMM, has had a tremendous impact on me and my career because he taught me how to manage well, to get things done and be responsible.

What advice would you give someone going into your field for the first time?

"Do the work like it's for your own company. You can realise everything with willingness and faith."

What are you doing to ensure you continue to grow and develop as a leader?

I follow in the steps of realising my objectives.

Where to from here?

One day to be a Logistics' manager of Rio Tinto Group.



Carine Gracia

Manager communications

Simandou Iron Ore

What does your job as a communications manager entail?

As a Communications manager, I am responsible for building and implementing the communication strategy for the Simandou project and provide hands on support both for internal communications as well as external communications towards the various stakeholders, including government, donors and media. I am also working with different departments to collect project information and disseminate it appropriately. I prepare internal communications, draft letters, deal with media queries and interviews. I liaise with my peers within Rio Tinto in Australia, London and Africa to ensure for example that Rio Tinto branding standards are being applied throughout the business and to exchange ideas on best practices. My area of responsibilities also includes arranging events and corporate publications.

What are a few resources you would recommend to someone looking to gain insight into becoming a better Communications expert?

An important aspect to take into account is the capability to interact and work with various internal and external audiences, and the ability to adapt quickly to the level of these audiences. A sense of diplomacy and the ability to understand the business and the environment and to deliver the right message at the right time are also important.

Where did it all begin? What have you studied? How did you end up at Simandou?

I completed a Masters in International Communication, after my Bachelor in Business Communication. I have experience in Communication gained through different sectors and countries where I have developed areas of expertise in communication, events and press relations. The sector that contributed to significantly develop my skills is the financial one. I really enjoyed working in communication in this area; it was challenging with the need to innovate in communications given the very competitive environment and often stressful during crises. After several years spent in that field, I wish to experience another sector, and work where the added value is more visible. I am excited about the opportunity to join Rio Tinto and work on the Simandou project. It is a challenging, complex and such an interesting project located in Africa: a fabulous opportunity to mix my professional and personal background.

Can you name a person who has had a tremendous impact on you in your career? Maybe someone who has been a mentor to you? Why and how has this person impacted your career?

My parents are my first mentors. Their international career and multicultural experience are influencing my professional life and have given me an openness of mind. Their values and support give me a real impetus. Then, during the years spent at AXA Investment Managers, three of my managers, all women, had a big positive impact in my career. Indeed, they trusted me, made me evolve, and offered me challenging responsibilities in the different phases of my experience. Their determination and conviction, their commitment for excellence, their expertise and their generosity are always with me and will be guiding me today and forever.

Do you have people reporting to you?

Yes, a communication and corporate relations coordinator. I enjoy managing people, helping them to improve and develop themselves and delegate accordingly.

What advice would you give someone going into your field for the first time?

I would recommend bearing in mind that working in communications means promoting people's projects and delivering their message through adding our own creativity and expertise. The enthusiasm and the conviction you get in the project, in the sector or the area where you work are crucial in convincing your audiences.

Where to from here?

I recently started this role so I am really keen to succeed. Afterwards, as Rio Tinto is an international Group located in several continents, it offers the possibility to progress towards a senior leadership role and contribute to the various business units within the Group.



Bronwyn King
Civil supervisor
Simandou Iron Ore

What does your job as a civil supervisor entail?

My day to day duties involve the overseeing and coordination of civil projects onsite, from design to tender, construction and commissioning. I'm also involved in some aspects of team planning/organisation. I'm still learning the ropes (and French!) so my job is currently very much a collaborative effort.

Where did it all begin? What have you studied? How did you end up at Simandou?

At university I studied Civil Engineering and Economics, and worked in a consulting engineering firm as a graduate. There, all of the best/most interesting projects were in the mining industry, so when the opportunity arose for me to get some site experience - here at Simandou it was an easy choice.

Do you have people reporting to you?

No

What is the biggest challenge facing Simandou today?

One of things that make Simandou an amazing place to work is its location – it is a truly beautiful, unique place to be. But its remoteness also presents an enormous challenge – first digging the ore out of a steep mountain range, then transporting it through hundreds of kilometres of undeveloped terrain and then getting it into deep enough water to be able to get it to customers. I am very much looking forward to watching this all unfold.

What advice would you give someone going into your field for the first time?

Get stuck in, experience everything you can - even if you're not sure you'll enjoy it and pursue every opportunity. You never know where you'll end up!

What are you doing to ensure you continue to grow and develop as a leader?

In order to be an effective leader, you need to be able to inspire and motivate your team. This requires a solid base of good relationships with team members as well as the technical/practical backing, and it is these two aspects I am working to develop.

What do you like to ask other leaders when you get the chance?

I think the best way to learn from a leader is to watch them with their team and their colleagues, and see how they deal with challenges and pressure.

Where to from here?

Who knows? I will see where this role and project can take me, and what opportunities arise. Hopefully more interesting sites and exotic locations await.

**Catherine Taplin**

Human Resources manager

Simandou Iron Ore

What does your job as an HR manager entail?

I am currently responsible for a generalist array of Human Resources (HR) tasks at Simandou. My role is very much about dealing with the day to day issues of HR. It includes such work as recruitment, policy advice, employee relations, talent management, training and development, remuneration and payroll. I need to be able to work across all levels and all departments within the business. When I have the chance I try and take some time to get involved in the more strategic thinking side of HR, including improving process and policy, developing our national workforce, and how we can leverage our HR Global model (such as working with People and Organisational Support). As our team evolves so will my role so we are better able to meet the HR needs of the business.

What are a few resources you would recommend to someone looking to gain insight into becoming a better HR professional

One of the things that I believe makes us better HR professionals in the mining industry is knowing the business: both the processes and our people – this helps build credibility.

For me, spending time in the operations with maintenance crews, geologists, operators, train drivers and many others helped me learn what our employees do – though it was a little challenging at the time, I look back now and am thankful I stepped out of my comfort zone to be a better HR professional.

Where did it all begin? What have you studied? How did you end up at Simandou?

I started with Rio Tinto as a graduate in 1998 after completing a Bachelor of Economics, where I majored in Industrial Relations and Human Resources. It was a work experience placement in Human Resources that made me want to explore the field of HR. When I joined Rio Tinto I spent a short period of time in Perth before heading to the Pilbara where I filled HR generalist roles for the next six years at various Pilbara Iron sites. My husband (who also works for Rio Tinto) and I were approached to take up the adventure of a role at Simandou. It came along quite unexpectedly and we were in the middle of settling into life back in Perth after an overseas secondment to Canada at Iron Ore Company, Labrador City. We took up the challenge and have been here now for approximately two years living in Conakry, Guinea and thoroughly enjoying it.

Can you name a person who has had a tremendous impact on you in your career? Maybe someone who has been a mentor to you? Why and how has this person impacted your career?

All the managers that I have reported to have somehow shaped my career and had an impact on how I undertake my work today. They have trusted in my ability – often having not known much about me, and let me show them how I could contribute to the HR journey. As a woman in mining, I also look around to other successful women who have achieved well in their areas of expertise and look to learn from what they have done to achieve success.

Do you have people reporting to you?

Yes I am responsible for an HR team here at Simandou which includes both expatriate and national employees. We have lots to do and the team is evolving every day. This is the part of my role I thoroughly enjoy – working with others in the HR Simandou team to get done what we need to do while having some fun.

What is one characteristic that you believe a Simandou leader should possess?

To go into all opportunities with an open mind – and to think a little differently to perhaps you would have otherwise approached something.

What advice would you give someone going into your field for the first time?

For someone coming into HR for the first time I would recommend step outside of your comfort areas and take every opportunity that comes your way – while at the same time having some patience. When I graduated I never would have imagined I would have been working for a mining company and moving to a small male dominated mining community in remote Western Australia; but it paved the way for great opportunities and I have some wonderful memories and friendships that also came out of the experiences.

What are you doing to ensure you continue to grow and develop as a leader?

I am continuing to listen and watch other leaders – this helps me learn what to do, and what not to do.

Where to from here?

I'd like to continue to develop in my role here at Simandou and in the future take on a senior leadership position.



“There’s no room for satisfaction. You have to give your best contributions you can.”

~Graça Machel~



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