

CELEBRATING

Sunday Times

WOMEN

2020

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**2020 GENDER
MAINSTREAMING
AWARD WINNERS**



FUTURE THINKING

Skills, parity and digital shifts

**Business
Engage**



Clockwise from top left: Dr Anna Mokgokong, Busi Mavuso, Colleen Larsen, Nompumelelo Zikalala, Nolitha Fakude, Rosemary Mangope.



accenture





WOMEN AT WORK



GPL participants at a graduation ceremony on completing an intensive four-week gender-responsive budgeting course.

The Gauteng Provincial Legislature (GPL) is proud to present the award-winning GPL Multi-Party Women's Caucus (MPWC), a team of resilient women legislators from different political parties within the legislature. This collective of strong-willed women leaders is brought together by a common vision, to design and implement a programme of action (PoA) that goes beyond slogans, towards meaningful contribution to the emancipation of women in Gauteng. With the scourge of gender-based violence and femicide in our country, the MPWC drives a PoA that advocates for zero-tolerance for violence against women and children, as well as advocacy for a paradigm shift in the current collective psyche that perpetuates the marginalisation of women and girls in our communities. These women legislators understand very well that there

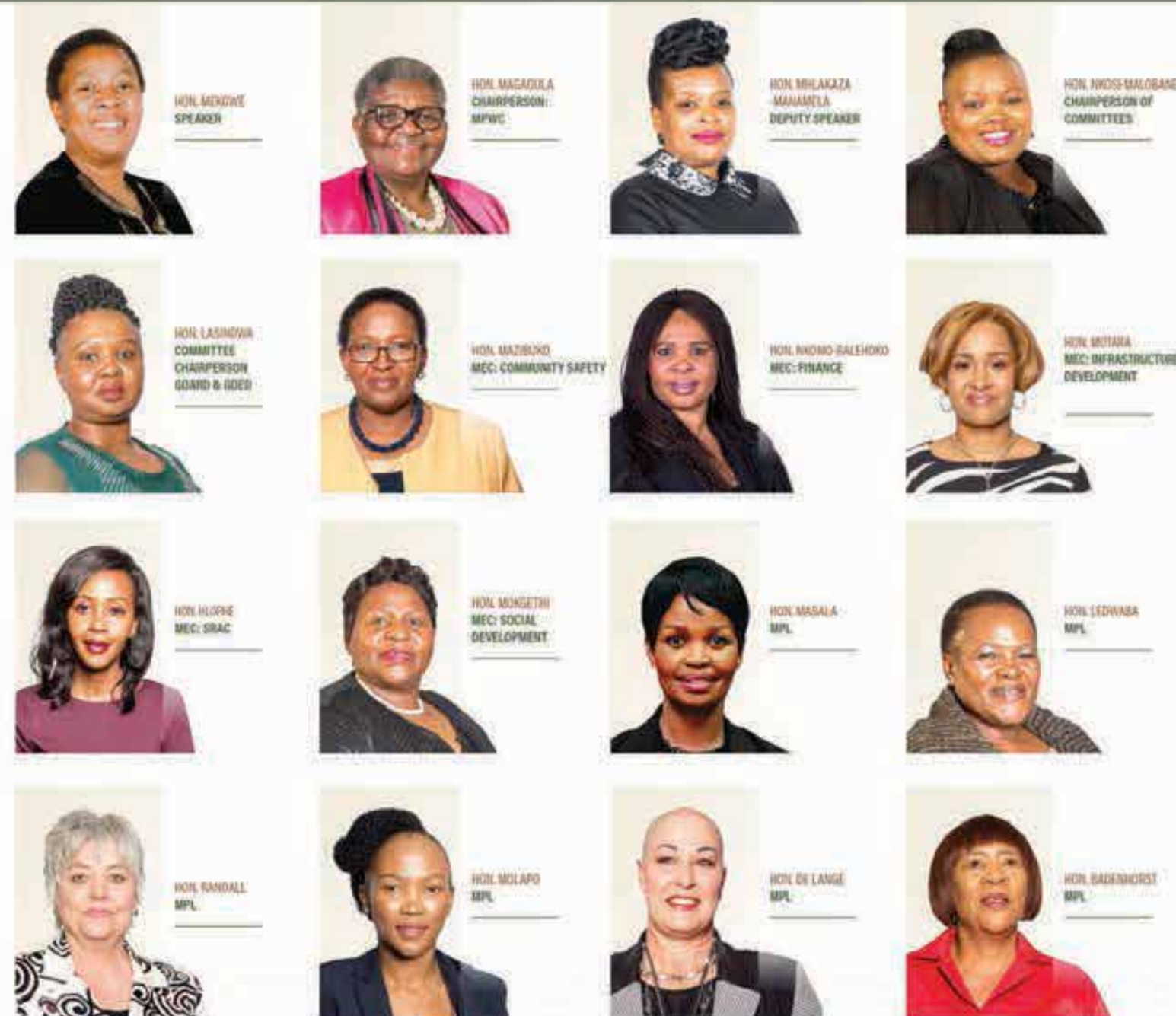
is power in sticking together, they put political differences aside, to harness the power in unity, to influence interventions and solutions to the plight of women and girls within the communities of Gauteng.

It is against this background that the MPWC has established a comprehensive capacity-development programme in the legislature, which encompass raising awareness and developing technical skills for mainstreaming gender including gender-responsive budgeting (GRB). While training in this regard has been ongoing since the dawn of democracy, the MPWC recognises that there is no denying that the mindset pertaining to gender relations is still a major factor in the challenges faced by women and girls, thus, together with other interventions, efforts to change the gender oppressive mindset must also continue.



GPL Multi-Party Women's Caucus E X C O

The MPWC is governed by an Executive Committee (EXCO), consisting of representatives from all the GPL political parties that have women leadership in their structures.





NTOMBI MHANGWANI

Voices of Change 2020 gave women across South Africa the opportunity to talk about gender equality and what the conversation means against the backdrop of COVID-19 and the resulting economic and social turbulence.

The virtual event, hosted by Accenture, AECI, Aspen, Business Engage, Imperial, Nedbank, Pfizer and RMB, took the pulse of what is happening in the world and the reflections of women leaders who are driving transformation in their spheres of influence.

Ntombi Mhangwani, Integrated Marketing and Communications director and Women's Forum Lead for Accenture in Africa, says that during this pandemic, women have proven yet again how phenomenal they are at turning challenging situations around. "I say this from my experience of not just this year, but also from seeing it while growing up in the streets of Soweto."

"To remain sustainable – as people, as corporates and as a country – we need to embrace change." – Ntombi Mhangwani

THE POWER OF PIVOTING

The resilience of women is illustrated by their ability to think on their feet, says Mhangwani. "For instance, we have seen entrepreneurs pivot their businesses – whether they are Pilates teachers who have taken their classes online or many others in other markets who have embraced digital transformation to move forward with their businesses. This resilience and the ability to pivot and find ways of supplementing their incomes demonstrates why corporates who give women the opportunity to lead, perform better."

She points out that corporates need to meet this resourcefulness and ingenuity with a workplace culture that allows for flexibility. "Employers need to assess their people based on output rather than on the number of hours they spend in front of their computer. One of the things we've learned from COVID-19 is that change is the constant. For people,

companies and the country to remain sustainable, we need to embrace change."

Mhangwani notes that COVID-19 has accelerated many changes in society, as well as the ability to pivot individually and collectively to rise up from the challenges.

VOICES OF CHANGE

The annual Voices of Change event aims to encourage men and women to play leading roles in gender parity in the workplace. It also aims to inspire organisations, irrespective of their business purpose, to work together towards common goals.

The third edition of Voices of Change, held in August, was themed "Individually strong, collectively powerful". Lynette Ntuli, founding director and CEO of Innate Investment Solutions, delivered the keynote address, themed "Women reimaged: transformation of talent, technology and value post-COVID-19".

TRUST AS A BUSINESS IMPERATIVE

Lerato Keele, management consultant, Women's Network Lead for Accenture Strategy and Consulting, says that to lead employees in the new normal, companies that create a culture of trust and leverage off women's innate ability to create strong relationships will be winners.

Keele stresses that in this environment, trust isn't a nice-to-have; it is more important than ever before. Trust benefits organisations in many ways, including greater loyalty, providing a sense of belonging, information-sharing, and an increase in individual and, in turn, organisational performance. "Women have a powerful way of bringing people together, whether it is family or their colleagues.

"Nowadays, women are recognised as skilled multitaskers, simultaneously running several projects at work and organising their families and households. Companies need to deal with employees on a personal level, not treat them as a number," she says.

"The question, 'are you ok?' has more meaning than ever before. Companies need to be more responsive and listen closely to what people are saying they need. We have seen that unless we are having genuine conversations and being authentic, we don't succeed."

LEADING WITH PURPOSE

Lerato Maupa, head of Human Resources Card, Payments and Transactional and chairperson of the Nedbank women's forum, says that to cultivate strong teams, responsive, inclusive leadership is key.

Leading with purpose is important to embrace a rapidly changing future, she says. "The ability to adapt is important, as is having a sense of intention, which directs why you exist, why you are solving problems, and identifies what you are passionate about."

Maupa believes that a growth mindset will empower women and the companies they operate in to take risks, seek feedback, learn from others, and be open-minded about opportunities. "Now is the time to tackle challenges and look for positives to enable us to change and adapt to the future. Making conscious decisions to be inclusive is important to advance gender equality," says Maupa.

"In my role as head of human resources, this looks like

people practices that ensure equality around appointments, remuneration parity and development programmes.

As the women's forum chairperson, I work to understand and respond to the needs of women. We have built a community of women leaders that amplifies the voices of and priorities for women

In my personal capacity, I spend my time coaching coach young graduates to prepare them for the world of work. I also connect them with leaders in my network who can provide them with the relevant industry exposure and will continually advocate for them."

"The goal is to liberate women to achieve what they truly want, to be the highest, truest expression of themselves."

– Mapule Mzimba



CLARITY AND COURAGE

Mapule Mzimba, chief operations officer at Discovery Bank, echoes this sentiment, saying that clarity and courage

are powerful catalysts for our convictions and intuition as women. These are what she calls on to assist her in navigating both her personal and business life. Quoting Winston Churchill, "never let a crisis go to waste", Mzimba adds: "It is often in these darkest moments in business, that new ideas and innovations emerge and become beacons of light. The courage to assess, consult, and then make a call is critical when pivoting in times of crisis. And, often the business comes out stronger than ever before."

Mzimba spends a significant amount of time at work and in her personal time engaging, coaching, and sharing with women – awakening them to the need to be liberated from their own fears of inadequacy and unworthiness and to manifest the greatness they already possess.

She says that the goal goes beyond reaching gender equality. "The goal is to liberate women to achieve what they truly want, to be the highest, truest expression of themselves." She believes that when this is realised, women will create their own boardroom tables and spaces where they fit in, where the collective flow of creativity and intelligence is natural, and where there is complete joy in the work they do.

"I mentor many women in these principles. I created a programme when I turned 40, called 40 for Impact, aimed at creating a platform for women to be deliberate in manifesting their dreams by engaging, being and remaining inspired to change behaviour that doesn't serve their goals, and awaken to their true powerful selves." >

"Women have a powerful way of bringing people together, whether it is family or their colleagues."

– Lerato Keele

LERATO KEELE

GENDER PARITY A MUST

Colleen Larsen, chief executive at Business Engage, Gender Mainstreaming Awards founder and president of 30% Club Southern Africa, says that companies that have greater diversity are reaping the benefits. “Pressing on with the gender equality agenda is crucial if we are to rebound from the challenges we face,” she explains.

“Yes, COVID-19 has highlighted the tensions women face in integrating all aspects of their lives, but the question goes beyond that. Achieving parity is a people issue, not a women’s issue. The minute we start looking at it from a people and family viewpoint and take into account its impact on the various aspects of one’s life, we will start doing things a lot differently,” Larsen says.

Gender mainstreaming needs to be part of how business operates. Larsen points to research that shows that companies that advance women and reward their excellence consistently perform better.

“If we are to grow our economy and have thriving businesses and families, we need to ensure that we have a solid pipeline of women into senior management. For instance, in the past, we have seen a preference for women who are chartered accountants or who have similar training getting the leadership positions.

Now, the world is different and it is becoming even more important for other skills, talents and outlooks to be included on the board. We need more well-rounded female board members, with not only deep technical ability, but also a unique world view.”

LEAD WHERE YOU ARE

Esha Mansingh, Group Corporate Affairs and Investor Relations executive at Imperial, agrees that change is dynamic and is not only in the hands of a few, but rather that we are all powerful agents. “We don’t need to be in positions of leadership to make a difference. As

women we can drive change in our own right, the opportunities don’t need to be supported and created by our male counterparts,” Mansingh says.

She points out though, that when women do occupy positions of leadership they need to mobilise others so that change is made collectively. “We can no longer look at ourselves or our roles in isolation; the best teams work collaboratively. If businesses want to be swift and respond to change and be agile enough to take advantage of the opportunities that come with change, then they need to operate in an integrated manner – this means you can’t leave women behind.”

Mansingh says that today’s state of change and uncertainty is an opportunity to open doors to more diversity, across genders, age and race. However, in business, this needs to be supported by very clear goals and objectives and has to be measured and tracked.

She points to the logistics industry – a traditionally male-dominated business – as an arena where she has personally made a point of seeing where women can excel. This includes recruiting women to not only work in the office, but also to go out and be drivers. “It’s about using the position and platforms we have to champion advocacy for women in the workplace. One of the biggest initiatives I have been involved in is establishing our global women’s forum which comprises 27 000 women in 32 countries. It is a platform to understand the challenges women face, put them on the agenda at the highest levels of the company, and implement solutions.

“Getting to equal only matters if we get there together. That means giving equal attention to all our people, families and the planet, and integrating all of these with the financial bottom line.” ■

For more information:

- @AccentureSA
- Accenture In South Africa
- Accenture In South Africa



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“Achieving parity is a people issue, not a women’s issue.” – Colleen Larsen

COLLEEN LARSEN

FUTURE THINKING

In this issue of *Celebrating Women*, we touch on the key strategic long-term thinking businesses need to employ to ensure their survival, and we introduce you to the 2020 Gender Mainstreaming Award winners. Despite the slow pace of gender parity within the private and public sectors, these winners represent a commitment to ensuring a positive shift towards real empowerment for women.

Celebrating this shift and being cognisant of the myriad challenges facing business in our current economic climate then necessitates that we ramp up the pace of change and reprioritise our thinking. On page 30, BLSA CEO Busi Mavuso says: “The crisis has exposed what we’ve neglected in the country and how unequal our society is. All of us are only as strong as our weakest link. We absolutely must take steps to protect the most vulnerable if we want the economy to turn around.” ■

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THE GENDER MAINSTREAMING AWARDS 2020 WINNERS

The Gender Mainstreaming Awards, created and curated by Business Engage and sponsored by Accenture, aim to encourage the private sector to buy-in to achieving more meaningful representation of women in the mainstream of business



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**WOMEN EMPOWERMENT IN THE
WORKPLACE AWARD**

Empowerment of women in the workforce means allowing women to have more control over their lives. It involves giving them the freedom to make their schedules, learn new skills and gain self-reliance. This does not have to relate to your own company, but can be empowering women generally in the workplace.

This award recognises and acknowledges organisations that have not only advanced women in their workplace through training and capacity building, but have also successfully transformed corporate behaviour and practices.

WINNERS: JSE-LISTED:

1 st	Barloworld Ltd
2 nd	Massmart Holdings Ltd
2 nd	Imperial Logistics
3 rd	AngloGold Ashanti Holdings Ltd
4 th	AECI Ltd

WINNERS: OTHERS

1 st	Malani Padayachee & Associates (Pty) Ltd
2 nd	Livingston Leandy Incorporated
3 rd	Ericsson
4 th	Gauteng Provincial Legislature Multi-Party Women's Caucus

**OVERALL WINNER FOR WOMEN
EMPOWERMENT IN THE WORKPLACE**

Barloworld Ltd

ABOUT BARLOWORLD LTD

Recognising that our people are critical to achieving our business strategy, we focus on developing engaged, high-performing leaders and teams. In 2019, we used feedback from our people and leaders to redefine a people plan that rehumanises the way we attract, engage and retain top talent.

Transformation in the workplace and equal employment opportunities are important for Barloworld and remain a key focus area. To create real value for our employees and the country, Barloworld is committed to building a diverse workforce that reflects the demographics of our operational environment.

In South Africa, race, gender and disability are included in our employment equity targets, in line with the Department of Trade and Industry's (dti) Broad-based Black Economic Empowerment (B-bBEE) scorecard requirements with the target for all South African operations to achieve a level 4 or better. In our non-South African operations, localisation and gender objectives are set in accordance with local demographics and legislation.

We are making progress against our objective of increasing female representation at all levels of the company. Moreover, we have specialised programmes, such as our women in leadership development programme and women behind the wheel, that are aimed at the inclusion and participation of women in key roles of the business across the group.

ABOUT MALANI PADAYACHEE & ASSOCIATES (PTY) LTD

Malani Padayachee & Associates (Pty) Ltd (MPA), with a co-investment from holding company Motseng Women Investments (Pty) Ltd (Motseng), acquired 100 per cent equity in engineering and development firm Mott MacDonald Africa (Pty) Ltd, the South African subsidiary of Mott MacDonald. MPAMOT is one of the largest 100 per cent black women-owned engineering and infrastructure development consultancy firms in the country. Committed to gender mainstreaming, MPAMOT inspires and develops future female engineers within the organisation as well as externally.

Through gender mainstreaming, MPAMOT advances full, equal, and meaningful participation of women in the economy. The purpose is not to create undue advantage for women at the cost of men, but purely to level the playing field and to remove barriers to access to advancement in careers in the previously male-dominated industry. At MPAMOT, both men and women work together in the same way, using their unique skills, strengths, and abilities to jointly progress and drive the business forward. MPAMOT has an equal representation of both males and females in the organisation.

Within MPAMOT, men and women are equally represented at all tiers within the organisation. More importantly, MPAMOT women employees are empowered and have equal rights within the organisation.



**EMPOWERMENT OF WOMEN IN
THE COMMUNITY AWARD**

Sustainable development cannot be achieved without more equitable distribution of resources and the eradication of poverty. Empowering women means giving the opportunity to thousands of women to get out of the poverty trap. Women not only constitute the vast majority of the world's poor, but they are also at a higher risk of poverty compared to men. Poverty does not only refer to material resources such as money, food or housing, but also to social resources such as access to education, healthcare or meaningful relations with other people.

This award recognises and acknowledges organisations that have strategies in place to allow for future programmes or have implemented sustainable initiatives around poverty alleviation that have enhanced skills and provided income opportunities which have positively impacted the lives of women and poor communities.

WINNERS:

1 st	AECI Ltd
2 nd	Cummins Africa Middle East
3 rd	Barloworld Ltd - Siyakhula Project
4 th	Barloworld Ltd - Imbewu Project

“The 30% Club believes that gender balance on boards not only encourages better leadership and governance, but diversity further contributes to better all-round board performance, and, ultimately increased corporate performance for both companies and their shareholders.” – The 30% Club Southern Africa

ABOUT AECI LTD

AECI is a diversified group of 16 companies. It has regional and international businesses in Africa, Europe, South East Asia, North America, South America and Australia. Products and services are provided to a broad spectrum of customers in the mining, water treatment, plant and animal health, food and beverage, infrastructure and general industrial sectors.

The group's strategy is to be the supplier of choice in the markets in which it operates and to continue to grow domestically as well as through ongoing expansion of its footprint within the geographies and markets served. In line with this strategy, businesses are managed in five growth pillars: Mining Solutions (AEL Intelligent Blasting, Experse and Senmin), Water & Process (ImproChem), Plant & Animal Health (Nulandis and Schirm), Food & Beverage (Lake Foods and Southern Canned Products), and Chemicals (Chemfit, Chemical Initiatives, ChemSystems, Industrial Oleochemical Products, Much Asphalt and SANS Technical Fibers). Included in this pillar is the Specialty Minerals South Africa joint venture. These pillars are AECI's key reporting segments.

AECI also has a property division, Acacia Real Estate. Its main activities are the management of the company's leasing portfolio and the provision of services at the Umbogintwini Industrial Complex in KwaZulu-Natal. Together with Head Office support functions, including the treasury, Acacia Real Estate constitutes the group's sixth reporting segment, namely Property & Corporate.

All business activities are underpinned by the group's BIGGER values - of being bold, innovative, going green and being engaged and responsible.

The company was registered in South Africa in 1924 and was listed on the JSE in 1966.

ECONOMIC EMPOWERMENT AWARD

We consider women's entrepreneurship development to be an important channel to women's economic empowerment and a pillar on the road to sustainable development.

Through setting up their own businesses, women can transform their opportunity to gain economic independence, overcome poverty, and improve their wellbeing. Through this process, women can also become drivers of change and take a long-term perspective accounting for the consequences of our actions for our children, and their children and grandchildren to secure a better future.

This award recognises and acknowledges organisations that have strategies in place to allow for future empowerment of women-owned or managed businesses or that have successfully used enterprise development as a mechanism to empower women-owned and managed businesses.

It also includes organisations that source products and services from previously underused women-owned suppliers, resulting in a number of growth-orientated women entrepreneurs who are able to service various corporates.

WINNERS:

1 st	AECI Ltd
2 nd	Cummins Africa Middle East



INVESTING IN YOUNG WOMEN AWARD

Women are severely under-represented in decision-making processes across the continent including South Africa and internationally. Education has been identified as the major obstacle to women's access to leadership while cost is considered the key barrier to girls' education. Poverty and familial obligations end many girls' hope for education or the opportunity to fulfil their dreams.

This award recognises and acknowledges organisations that have strategies in place to allow for the future education of young women or have implemented initiatives with the objective of addressing social inequities by educating and empowering young women leaders from diverse economic backgrounds. These initiatives have positively impacted the lives of young women who will become the next generation of women leaders.

WINNERS:

1 st	Barloworld Ltd
2 nd	Malani Padayachee & Associates (Pty) Ltd
3 rd	AngloGold Ashanti Holdings Ltd
	Pfizer South Africa



EQUAL REPRESENTATION AND PARTICIPATION AWARD

This award recognises organisations that have developed strategies or have already implemented measures for the progressive realisation of greater representation and meaningful participation of women in decision-making structures, which must include:

- setting targets for such representation and participation
- building women’s capacity to participate
- enhancing the understanding and attitudes of men to accept the capabilities and participation of women as their equals
- developing support mechanisms for women.

WINNERS:

1 st	Pfizer South Africa
2 nd	Gauteng Provincial Legislature Multi-Party Women’s Caucus
3 rd	LNP Attorneys Incorporated
4 th	Ericsson
	Refinitiv SA

REPORTING OF JSE-LISTED BOARDS

As from January 2017, the board of directors or the nomination committee of all JSE-listed companies must have a policy on the promotion of gender diversity at board level. The company is required to report to shareholders in its annual report on how the board of directors or the nomination committee, as the case may be, have considered and applied the policy of gender diversity in the nomination and appointment of directors. If applicable, the board of directors or the nomination committee must further report progress in respect thereof on agreed voluntary targets.

This award is to recognise and acknowledge companies that have embraced both the spirit and the letter of this new listing requirement.

It also recognises organisations that are reporting on pipeline development and further recognises whether or not the organisation has made reference to gender or gender policies in the previous year’s reports.

At the same time, the award recognises that many organisations report on “transformation” or

ABOUT PFIZER SOUTH AFRICA

At Pfizer, we apply science and our global resources to bring therapies to people that extend and significantly improve their lives. We strive to set the standard for quality, safety and value in the discovery, development and manufacture of healthcare products, including innovative medicines and vaccines.

For more than 70 years, Pfizer has been delivering life-changing breakthroughs to the people of South Africa. Guided by our three pillars of innovation, investing and safeguarding, we are focused on serving the communities in which we live and work, broadening access to medicines and strengthening healthcare delivery for the people who need it most. Through our commitment to the national agenda, we are contributing to the development of a strong healthcare system, as well as the growth of the knowledge economy.

Our commitment to our colleagues, patients and the communities in which we operate is founded on our core value of equity, which means that every person deserves to be seen, heard, and cared for and where we aim to actively reduce healthcare disparities as well as conduct our business with the highest levels of integrity.



“Our commitment to our colleagues, patients and the communities in which we operate is founded on our core value of equity.” – Pfizer South Africa

ASSESSING THE BOARD GENDER POLICY OF JSE-LISTED COMPANIES. BY MALCOLM LARSEN

How are JSE companies fairing on reporting on their gender policies at board level? We look at their policy and how they arrived at it. It will be different for each company. Some have large boards, some small. Some are far down the gender mainstreaming journey, others have not really started. Setting targets may work for certain companies, but not all. Once the policy is formulated, how is that information disclosed? Because disclosure is through the integrated annual reports, there is not much space available when compared with other aspects of the business such as financial disclosures. Does the company guide the reader to the gender policy via a link or a referral? If they mention it is on the website, how easy is it to find?

We then look at if the company has targets and if so, what they are. Are they “stretch targets” or already met targets, which means nothing? Finally, what is the current status? How far have they progressed? Paradoxically, the better they perform, the harder it is to judge. Once the policy has been formulated and disclosed and targets set, if that the strategy, and then achieved (assuming they are worthwhile targets), then what else does the company have to say?

“There is no doubt that the JSE requirement to have companies formulating a board gender policy and disclosing such policy has had a positive effect on the increase of women in the boardroom.” – Malcolm Larsen

“diversity and inclusion”, which may include racial, gender and other transformation issues.

This is currently the only award where nominations are actively sought by the awards’ organisers. Organisations are of course welcome to apply to be included in this category.

WINNERS:

1 st	Adcock Ingram Holdings Ltd
2 nd	Nedbank Group Ltd
3 rd	Sasol Ltd
4 th	Anglo Gold Ashanti Holdings Ltd
5 th	Investec Ltd

WOMEN ON EXECUTIVE COMMITTEES IN MULTINATIONALS

This award is similar to the Women on Boards category. However, it is reserved for multinationals that do not have boards established in the various regions, but who establish executive committees to govern a region.

The award recognises and acknowledges multinational companies that have successfully transformed their executive committees while ensuring that female directors are judged on their experience, contribution to and involvement in the executive committee, and not their gender. It seeks to acknowledge companies that challenge themselves to diversify their executive committees.

WINNERS:

1 st	Refinitiv SA
2 nd	Pfizer South Africa
3 rd	Barloworld Ltd
4 th	AngloGold Ashanti Holdings Ltd

WOMEN ON BOARDS AWARD

The key focus of the 30% Club, an affiliate of Business Engage, is to encourage corporates to aim to achieve a minimum of 30 per cent female representation on boards. It is acknowledged that board diversity both in respect to gender and skill set, leads to more successful boards.

The board of an organisation considers the strategy of the business with management and has oversight of the implementation of that strategy.

The crux of this award is to recognise and acknowledge companies that have successfully transformed their boards and board subcommittees while ensuring that female directors are judged on their experience, contribution to and involvement in the board and not their gender. It seeks to acknowledge companies that challenge themselves to diversify their boards.

In summary, therefore, entries may be based on:

- number of nonexecutive women directors on the board
- number of women on subcommittees and a list of which subcommittees
- entrants to supply the board diversity policy/framework which they are obliged to give the JSE
- pipeline development – details of the outlined hard plan to improve the number of women on the board.

ABOUT REFINITIV SA

Serving more than 40 000 institutions in approximately 190 countries, Refinitiv provides information, insights and technology that drive innovation and performance in global financial markets. The company’s gender and inclusivity goals are aligned with the UN’s Sustainable Development Goals. Refinitiv reports that: “We hit our target of 40 per cent women at an executive leadership level in early 2020 and are making progress towards our target of 40 per cent in our extended leadership team. We have a gender-inclusive approach to talent reviews and diverse interview panels with a dedicated diversity and inclusion function leading an embedded, global, strategic approach. We have dedicated Refinitiv employee networks across our organisation.

“We have a code of business conduct and ethics, supply chain ethical code, guidelines on supplier diversity and underlying policies across all aspects of community, sustainability and diversity, outlining our commitments.



“We hit our target of 40 per cent women at an executive leadership level in early 2020, and are making progress towards our target of 40 per cent in our extended leadership team.” – Refinitiv

ABOUT WESBANK

An asset-based finance provider for the past 40 years, WesBank is a division of the FirstRand Group and is made up of multiple divisions. We love to see our people grow and if you’re willing to grow your skill set (through experience or education), we’re 100 per cent open to movement and growth, both within and across professions and business areas.

When you walk through our doors, you’ll be greeted by welcoming people who are passionate about what they do, and who relish their company culture with a focus on customer-centricity, valuing differences and behaviour that is truly inclusive.

A key transformation driver is to increase the representation of women in senior leadership and critical business roles with special attention to women of colour.

WINNERS:

1 st	WesBank
2 nd	Barloworld Ltd
3 rd	AngloGold Ashanti Holdings Ltd
4 th	AECI Ltd



GENDER MAINSTREAMING AWARDS APPLICATION PROCESS

We invite you to nominate an individual/s for the individual categories or for your company to participate in our next Gender Mainstreaming Awards.

There are two individual categories. We encourage nominations for the two individual categories so we may recognise those that actively work towards gender mainstreaming and are paving the way for new candidates to come through the ranks.

For company awards, there are various categories to fit in with the level of diversity that your company is currently at. As gender diversity is still fairly new worldwide, we understand that many companies are just starting on their journey. Do not be put off by this. You are encouraged to use the awards as a springboard to further achievements.

There is no cost to submitting an application. All applications are done online at www.genderawards.co.za

INDIVIDUAL AWARDS



INCLUSIVE LEADER AWARD
A male or female who is actively sponsoring others up the ranks. They have ingrained into their leadership style a recognition of the provable benefits that diversity brings to their business with special emphasis on gender. The nomination is made by a person or group of people who know the nominee very well, primarily in a business role, and the nominee accepts the nomination in writing.

ABOUT GAVIN FITZMAURICE
Gavin Fitzmaurice is a partner at Webber Wentzel and managing partner of the firm’s Cape Town office. In terms of his leadership style, he prioritises inclusivity, transformation and diversity, and is a champion of gender equality in the workplace. Fitzmaurice is known for being approachable and for his care of the firm and its people. He is easy to talk to and a good listener. He always recognises and celebrates the achievements, successes and contributions of others.
During his time as managing partner, the number of women professionals in the office has grown to 58 per cent and the number of women in leadership roles to 40 per cent. But it’s not just the numbers that count or speak to progress. Fitzmaurice has been an integral part of a leadership team that has consciously built a culture of inclusivity where issues related to gender equality are actively addressed (through policies, committees, training and awareness) and where everyone has a voice and feels comfortable sharing their views and experiences.

1 st	Gavin Fitzmaurice
2 nd	Simon Cranswick
3 rd	Eva Andren
4 th	Subashnee Moodley

POSITIVE ROLE MODEL AWARD
A female who is growing her career and understand the responsibility that comes with being a role model and the need to inspire others to do the same. The nominee is nominated by a person or group of people who know her very well, primarily in a business role, and the nominee accepts the nomination in writing.

ABOUT CARINA WESSELS
As a member of the Alexander Forbes Group Holdings (AFGH) executive, Wessels leads the governance, legal (including insurance and ethics) and compliance areas. After spending most of her career in mining, Wessels joined AFGH in October 2017 and rapidly progressed through continuously expanding portfolios.
“Carina is a valued member of the Group Exco. She is by far the best general counsel that I have ever worked with. She can deliver a vast amount in a short time, but the most impressive part of it is the accuracy and relevance,” says Dawie de Villiers, chief executive officer.
“Carina is very driven, not only to be successful, but also to make a difference wherever she is. Her hunger to constantly learn more, improve her relevance, improve her contribution and to give back to her profession makes her the superior individual she is.”



POSITIVE ROLE MODEL: ENTREPRENEUR

1 st	Staff Sithole
2 nd	Jaisheila Rajput
3 rd	Nompumelelo Xulu

POSITIVE ROLE MODEL: CORPORATE

1 st	Carina Wessels
2 nd	Soria Hay
3 rd	Cathie Webb
4 th	Shirley Machaba
	Lee-Anne Singer

OVERALL CATEGORY WINNER:

Carina Wessels

A WORD FROM THE SPONSOR
Prioritising workplace gender mainstreaming

Gender mainstreaming in the workplace is an important concern. Over 77 per cent of women employees care increasingly about workplace culture and believe that it’s important for helping them thrive in the workplace. Their voices are rising, loud and clear. Despite the increasing awareness, however, the progress isn’t fast enough, and with the COVID-19 pandemic, the country risks losing any gains that have been made so far.
Accenture research shows that in more equal cultures, everyone rises. Women are four times more likely to reach senior manager and director levels, while men are twice as likely to reach senior manager and director levels. Even though the business case in favour of a culture of equality and women in leadership strengthens every year, most companies are still not prioritising gender equality at speed.
Accenture believes that to build a sustainable economy, the private sector must work together with government, civil society,

academia and nonprofit organisations to maximise the potential of the country’s people and its enterprises and to grow the economy. Fostering a diverse and inclusive culture can no longer fall to the bottom of the agenda. It is not only important for growth, but it is also a safeguard against uncertain times.
About Accenture
Accenture is a leading global professional services company providing a broad range of services in strategy and consulting, interactive, technology and operations, with digital capabilities across all of these services. We combine unmatched experience and specialised capabilities across more than 40 industries – powered by the world’s largest network of advanced technology and intelligent operations centres. With 513 000 people serving clients in more than 120 countries, Accenture brings continuous innovation to help clients improve their performance and create lasting value across their enterprises.



THE ONLY FIGURES
THAT COUNT




63% of our total workforce,
55% of our market leading
legal & tax advisors and
42% of our total partner body
are women.


WEBBER WENTZEL
in alliance with > Linklaters

MEET THE JUDGES


GENDER REPORTING BY JSE-LISTED COMPANIES AWARD




Malcolm Larsen
COMPANY SECRETARY
Business Engage



Martie Janse Van Rensburg
BOARD MEMBER ON VARIOUS BOARDS




Nicola Comminos
GROUP CHIEF RISK OFFICER
JSE




Shirley Machaba
CEO
PWC South Africa

WOMEN EMPOWERMENT IN THE WORKPLACE AWARD




Emma El-Karout
FOUNDER
OneCircle HR




Michael Pryke
EXECUTIVE COACH

ECONOMIC EMPOWERMENT AWARD




Florence Musengi
CEO
Flolda Engineering Services




Nikki Viljoen
INTERNAL AUDITOR & BUSINESS ADMINISTRATION SPECIALIST
Viljoen Consulting


WOMEN ON BOARDS AND WOMEN ON EXCO COMMITTEES IN MULTINATIONALS




Joy-Marie Lawrence
CEO
Boardvisory



Parmi Natesan
CEO
Iodsa




Patrice Lasserre
CHARTERED DIRECTOR
SERVING AS AN NED
The Board Whisperer




Shepherd Shonhiwa
EXECUTIVE DIRECTOR
Reatile Group

WOMEN EMPOWERMENT IN THE COMMUNITY




Nosihle Mthethwa
CHANNEL MARKETING MANAGER
Coca-Cola Beverages South Africa




Rose Mamabolo
BUSINESS MANAGER
WDB Investment Holdings


INVESTING IN YOUNG WOMEN AWARD



Emma El-Karout
FOUNDER
OneCircle HR




Shelley Marsh
DIRECTOR
Mentoring 4 Success




Charmaine Cassidy
EXECUTIVE LEADERSHIP, INTEGRAL COACH

POSITIVE ROLE MODEL AWARD




Ntombi Mhangwani
DIRECTOR FOR INTEGRATED MARKETING & COMMUNICATIONS & WOMEN'S FORUM LEAD,
Accenture Africa




Teryl Schroenn
CEO
Accsys (Pty) Ltd (Tcrs)


INCLUSIVE LEADER AWARD



Jo-Ann Pohl
GROUP CFO
IOCO



Michael Judin
SENIOR PARTNER
Judin Combrinck Inc



Refiloe Nkadameng
CFO
African Rainbow Capital

REGIONAL AWARDS JUDGES

CAPE TOWN



Andre Du Toit



Cathie Webb



Chantell Ilbury

KWAZULU-NATAL



Cathie Lewis



Celeste Mdletshe



Lorraine Hill



Nandi Manentsa



Nasrat Edoo-Sirkissoon


GAUTENG



Bharti Harie



Dineo Lerutla



Malcolm Larsen



Sarita Martin



Sbu Gule



Tlaleng Moabi

A POWERHOUSE IN SA'S PROPERTY ARENA

Xoliswa Daku is making her name in the property industry with her transformational ideas and passion for women empowerment



“We aim to be a sought-after African-based leader in all spheres of property development and property management.” – Xoliswa Daku

“I knew the tools and knowledge an MBA provide would to help me put the right systems into the business.”

UPLIFTING WOMEN

Daku is a champion of female empowerment and has been involved in several initiatives.

- As national chairperson for the South African Women Enterprise Network, she was instrumental in the formation of women empowerment initiatives and worked closely with the Department of Trade and Investment on BEE issues.
- As chairperson of the National Home Builders Registration Council, she started a women empowerment programme, training and mentoring women in property and construction.
- While working in the legal sector, she led the establishment of centres for rape victims, leading to the development of institutional framework and governance structures for women-based initiatives.
- She was part of a women's build programme working with the Department of Human Settlement in identifying destitute women and assisting in building houses using alternative technology.
- She launched the Daku Group Academy in 2017 where she mentors women in business, in partnership with MANCOSA.
- Daku is president of the Southern African Development Community (SADC) of the Women's Program Engagement Council (WPEC).

“WPEC comprises global visionaries and female business leaders who play a pivotal

role in the representation of women in business globally,” explains Daku.

“Its purpose is to ensure the consistent representation of the views of women. This involves working with investors to help them understand the shifting paradigm of development and facilitate local and foreign direct investments through a ‘new lens’ as it relates to the value of investing in women and women-owned business that have longevity in the local, national and global markets.” ■

NOTCHING UP AWARDS

Daku has received a number of awards:

- 2019 Vision 2030 Awards Finalist: Driver for Change
- 2019 International Bizz Award
- 2018 Business Achiever of the Year: Albertina Sisulu Award
- 2018 Finalist: Top Empowered Infrastructure of the Year Award category
- 2017 National Business Awards Top Performing Entrepreneur
- 2017 Standard Bank Top Women in Property Award
- 2017 Women in Property Network Business Women of the Year Award
- 2013 Black Business Quarterly: Outstanding Women in Business Award
- 2012 Finalist: CEO Magazine's Most Influential Women in Business Award

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THE SLOW PATH TO THE TOP

*A look at how the careers of women in finance and accounting are progressing globally, writes **Pat Semanya**, head of the Association of Chartered Certified Accountants South Africa*

Across the world the issue of gender diversity in the largest and most successful organisations remains a key issue. Regulators continue to explore how greater representation of women at the very top of organisations can be achieved.

In a jointly sponsored report by the Association of Chartered Certified Accountants (ACCA) and the Economic and Social Research Council (ESRC) in collaboration with King's College London, in-depth interviews with executive and nonexecutive men and women were used to contrast and compare key issues about female career advancement in the accountancy profession.

The research traced macro movements in the career trajectories of men and women in finance and accounting. This included identifying the dimensions of work that either enable or impede the advancement of their respective careers.

KEY INSIGHTS

The careers of men and women follow distinct patterns of ascension within organisations.

- Although the careers of men and women initially progressed in near-parallel, women's careers decelerated in middle management. This was because they lacked protection from politics and were given fewer strategic, stretch assignments and opportunities.
- Once women reached executive level, their careers accelerated faster than those of their male counterparts. Women had stored up significant skills and cultural capital and were able to use this to widen and deepen their roles.
- Although executive men had faced fewer challenges in advancing their careers than women executives, success did have some notable detrimental implications for them – particularly on their relationships and health.
- The careers of men who had plateaued had sought to specialise in a specific area or felt uncomfortable with the demands and behaviours indirectly expected of them at higher senior levels.

EMERGING THEMES

Women often spoke of a lack of "confidence" and sought to blame themselves or others for the continued under-representation of women in organisations.

Women often continued to believe in the ideal that the workplace was fair, regardless of gender. However, the extensive accounts given by women suggested otherwise.

Women, particularly at senior levels, often found themselves in solitary positions. When challenges arose, they framed these as battles that had

to be fought alone and held themselves accountable to factors often beyond their control. This often contrasted with the accounts given by men whose bonds with more senior men had endured and to whom they could turn to when facing challenges.

Overall, from the extensive accounts given by women, ideals around the workplace as meritocratic and fair appeared not to exist.

RECOMMENDATIONS

- **Busting common myths:** The pervasiveness of terms such as "confidence" in how women rationalise inequalities in the workplace often hide unfair dynamics, for instance, privileging dominant and individualistic attributes in the workplace. Organisations may wish to review how they assess employees and ensure that the use of "confidence" and its associated attributes are questioned and redefined where appropriate.
- **Confidential spaces:** Creating confidential spaces where women can talk about their experiences will support them to speak more candidly and avoid the individualising pattern identified in our research.
- **Strategic collective action:** Women often perceived hindrances in the workplace as battles to be fought alone. It requires a more concerted effort by organisations to bring women together and forge closer confidential relationships. ■

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Think Ahead

DID YOU KNOW?
According to the jointly sponsored report by the ACCA and the ESRC, in collaboration with King's College London, women do not reach executive level until seven years after men.



PAT SEMENYA

CELEBRATING WOMEN IN LEADERSHIP

Recognising the commitment of Felling Yende, who is steering the Fibre, Processing and Manufacturing (FP&M) SETA through these difficult times

This year we celebrate women leaders who have demonstrated their leadership during the COVID-19 pandemic and contributed towards improving the economy.

During this volatile and uncertain time, Felling Yende, chief executive officer of the Fibre, Processing and Manufacturing (FP&M) SETA, has emerged as an example of true patriotic public service in a time where clear communication from leadership has become increasingly important.

Yende and her executive committee have developed protocols that incorporate the necessary social distancing and protective measures to make sure the organisation is fully compliant with the Department of Labour's public health guidelines.

She also embraces the latest digital technology to communicate with stakeholders. The FP&M SETA has been hosting online webinars as part of its digital delivery provision in response to the coronavirus pandemic. It wants to inspire change that embraces digitisation and unlocks new and exciting opportunities for organisations and their people.

Yende believes that gender has not been a factor in her success. "I don't actually think it's about male or female. It's about your ability and hard work," says Yende.

ABOUT THE FP&M SETA

The FP&M SETA is responsible for the facilitation of skills development for 13 industrial subsectors: clothing, textiles, footwear, forestry, furniture, general goods, leather, packaging, print media, printing, publishing, pulp and paper and wood products.

Her accolades include national acknowledgment by former minister of higher education and training Dr Naledi Pandor with the Minister's Award for Recognition of Most Outstanding Individual in Skills Development.

"I do not believe that women need to fit into a certain type of leadership." – Felling Yende

This was to honour her outstanding contribution to the NSDS and skills development mandate by a SETA or other skills development impact organisations relating to innovation and creativity and accessibility of information, skills development participation, accomplishment, community involvement, leadership, ethics and integrity. She was voted as the Most Influential Woman in Business & Government by CEO Global



FELLENG YENDE

and also received the Youth Employment Award SA from the South African Council for Graduates Co-operative for supporting and promoting youth graduate employment.

A GREAT LEADER

Yende's colleagues say she is an example of what happens when women advance in their various personal and professional roles – the world is shaped for the better. As women take on higher positional authority with more regularity and equality, the culture of leadership is altered, as is the very nature of success.

The four characteristics of a great leader are strength, courage, ambition and passion. "I believe it takes courage to be an excellent leader because there are very difficult decisions to be made and one has to be strong enough to fulfil ambitions in important ways," says Yende.

"I am passionate about making a difference in people's lives through education and skills development as well as transforming the lives of our unemployed youth and giving them opportunities to escape the shackles of poverty.

"I do not believe that women need to fit into a certain type of leadership – to 'join the club' as some people say. Instead, I think about how to make the club more representative and transformational with its total membership.

"The great leaders I know such the late President Nelson Mandela and Archbishop Desmond Tutu have been truly ambitious and passionate. I am so lucky to be leading this institution whose core business mandate is to provide skills development services to some of the most challenging subsectors from an economic growth and sustainability perspective. I love it deeply and care so much about its mission and its success. I think that it is a critical component of great leadership," she explains. ■

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THINKING THE FUTURE WHAT'S YOUR PLAN?

Colleen Larsen, CE of Business Engage, shares her thoughts on business after COVID-19



COLLEEN
LARSEN

The current pandemic has pushed issues like gender parity to the back burner. Scenario planning and long-term strategic thinking are at the cornerstone of addressing the critical effects of COVID-19, without losing sight of topics like gender diversity.

REPRIORITISING OUR PRIORITIES

Due to the COVID-19 pandemic, the world of work is currently in a state of flux, as many of us adjust to the new normal of remote working. Those of us fortunate enough to still have jobs are simply looking no further than tomorrow because we are too busy to do anything else. I am hearing from numerous people that I am in contact with that “they have never been busier”.

“Before COVID-19 hit our shores we were in the midst of economic upheaval and digital disruption.”

From what I gather, some are busy being productive while exploring and reaping new opportunities, while others are simply just trying to survive and helping as many of their stakeholders as possible to put bread on the table.

Now, what happens when we start to think about the future? Do we go back to business as usual, whatever that may mean? Or has business and everything that impacts it, changed forever?

FAST FACT

The 2018 *Global Leadership Forecast* looked at demographic data from over 2 400 organisations in 54 countries and found that companies that have at least 30 per cent gender diversity overall and more than 20 per cent at the senior level, outperform their less diverse counterparts in essential leadership and business outcomes.

What lessons are we going to learn from the current pandemic, if any? Before COVID-19 hit our shores we were in the midst of economic upheaval and digital disruption anyway, has the pandemic compounded it?

Once we have contemplated all of that, we need to consider how this all affects working women, especially those with aspirations for senior positions.

SCENARIO PLANNING

I do believe that in light of the above, it is vitally important that we start the strategic conversations with the executive teams of the organisations that are going to lead Africa out of the pandemic. We cannot sit back and assume that the government is going to do this for us. They shouldn't, they won't and with the best will in the world, they can't.

They are fighting too many fires on too many fronts. And we must take full responsibility for our futures. So how do we do that?

Business Engage has been fortunate to develop a working relationship with Chantell Ilbury. Ilbury is a scenario-strategist, facilitator, specialist speaker, lecturer and best-selling co-author with Clem Sunter of *The Fox Trilogy* series of books on effective scenario planning.

Their Mindofafox partnership was born in the High Road/Low Road scenarios that prepared the path for South Africa's

“Gender-diverse boards and leadership teams contribute positively to productivity and the bottom line.”

peaceful transition to democracy and the election of Nelson Mandela as its first president. Consequently, the High Road/Low Road scenarios remain a cornerstone of the academic study of the successful use of scenarios in strategy.

Ilbury is particularly skilled at helping organisations frame the scenarios, which involve multiple possible futures and how they will most likely impact them in the short-to-medium-term.

This means making sense of the very uncertainty that can paralyse decision-making. By thinking about the future in this way, strategic and tactical decisions are proactive rather than reactive.

The process involves not only constructing realistic, bespoke scenarios, and unveiling the best options to cope with the challenges and risks contained in them, but also identifying the flags that could herald a shift in situations.

The result of connecting the dots and imagining possible futures is that strategic thinking is agile.

This kind of thinking is particularly important when it comes to gender mainstreaming.

FAST FACT
Companies with greater gender diversity (more than 30 per cent) were 1.4 times more likely to have demonstrated sustained, profitable growth.

Source: The 2018 Global Leadership Forecast

“It is important that we start the strategic conversations with the executive teams of the organisations that are going to lead Africa out of the pandemic.”

WHAT'S THE PLAN?

I am genuinely mindful of those who are in the worse affected sectors of the economy, where topics like gender diversity pale in comparison to the immediate and more pressing issues such as hunger, survival and job losses. In South Africa, we have had the perfect storm for a crisis before the pandemic because of years of economic underperformance, looting of state funds, drought and many social ills.

But hold on a minute. We also have positive energy, resolve, determination, leaders and resources.

What is missing is the plan. What is the plan to see us through the pandemic? What is the plan post-COVID-19? The same approach needs to be taken in the business sectors: what is the idea? What is the strategy? More importantly, as scenario-strategist and facilitator Chantell Ilbury would point out, what is plan B? And if that does not work out, what is plan C? Or to put it a better way: What is plan A version one? Plan A version two? Or plan A version three, depending on the changing environment?

We can all play our part in this future, and it can morph into a very bright future very quickly. As Ilbury would ask: “Are you a hedgehog with one plan, or a fox with many plans in your armoury?”

GENDER MAINSTREAMING

It is easy for organisations to get caught up with the current crisis and not imagine possible future scenarios. Or to put strategic plans with long-term benefits on ice.

I would like to remind businesses that global research has shown that gender-diverse boards and leadership teams contribute positively to productivity and the bottom line.

Let us not lose that message in the current crisis. We should be aiming for gender diversity now as part of the post-COVID-19 business strategy going forward. ■

BUILDING DIVERSE AND CAPABLE LEADERS

Ntombi Mhangwani, Africa Director for Integrated Marketing & Communications and Lead Women's Forum at Accenture, is a firm believer in continuous education, which is why she was excited to participate in the Business Engage Board Masterclass Series (BMS). "I have always told myself that you are never too old to learn and this philosophy has become tangible through my BMS experience. However, the time I spent with other senior women in our BMS sessions has taught me that my learning

Ntombi Mhangwani shares her experience of participating in the Board Masterclass Series, a Business Engage initiative aimed at accelerating women's participation in the mainstream of the private sector in South Africa

journey and search for more knowledge has shifted to a freeway interchange and learning for me at this elevated level has only just begun."

TRAINING BEYOND GENDER DIVERSITY
Mhangwani was accepted into the BMS programme in March 2019, after being nominated by a member of her team at Accenture. Unlike an academic course where you attend classes and are monitored and assessed on your knowledge, the BMS programme meets up once a week, in the evenings, for four-hour interactive sessions. A range of subjects are covered such as how to read financial statements, HR issues, the King Code, politics in the corporate environment and strategy and scenario planning, among others. Attendees are also exposed to subject experts through masterclasses that broach subjects such as corruption and money laundering. The magic of the programme says Mhangwani is the diversity of the participants. "I am surrounded by diverse and competent women from different fields.

As a result of our weekly sessions and the kind of work that we do during our time together, we have become like a family. From the BMS sessions I attend, I have successfully unleashed trapped passion, hunger, leadership desires, the need to increase my sphere of influence even more as a female executive and most importantly, the need to continuously lift as I rise."

Mhangwani explains why the programme is more than just about the upliftment of women. "If you look at what is happening in South Africa and watch the issues around corruption and unethical behaviour in state-owned entities, a lot of it has to do with board members needing to understand their role better. It's not enough to be appointed, tick a box and get paid but not actively engage. BMS is about developing leaders who understand their role when they are appointed onto a board and also understand who they are accountable too. There is a bigger picture, and we are being taught how to join the dots."

LEADERS ARE ALWAYS LEARNING
Besides preparing her for future roles, Mhangwani says that the BMS programme has given her nuggets of knowledge that she applies in her work daily. "One of the biggest lessons I am taking away from this experience is that leaders are always learning and reinventing themselves. You never reach a ceiling when it comes to knowledge. BMS has allowed me to explore and discover so much more about myself, leadership and potential in others. I am excited about continuing my journey on this elevated road." ■

For more information around the Board Masterclass Series - please log onto: www.businessengage.co.za/board-masterclass-series/

"From the BMS sessions I attend, I have unleashed the need to increase my sphere of influence as a female executive and, most importantly, the need to continuously lift as I rise."

IMAGE SUPPLIED

WOMEN TRAILBLAZERS

Coca-Cola Beverages South Africa's female managers are leading the way with strength and compassion

As Coca-Cola Beverages South Africa (CCBSA) makes significant strides in its journey of inclusivity and diversity, women are taking up more important senior roles and making their mark in the traditionally male-dominated manufacturing sector. Despite the enduring systematic and entrenched obstacles preventing women from getting ahead in the world of work and business, CCBSA has committed itself to empowering women. This is evident in how women in the company have leveraged their brilliance and aspirations as well as opportunities presented by the company to ensure they succeed.

VUYELWA DLOMO
Commerical manager for Hot Beverages Vuyelwa Dlomo claims men and their unique strength will always play a critical role in society. She says that the path to true diversity and inclusion is not about valuing one group over another, but recognising that each person, regardless of race or gender, is equally valuable and carries limitless potential to succeed. "I appreciate my grandfather for instilling me with principles and always pushing me to do more while providing shelter and protection for my family," she says. "I enjoy the same benefits from my husband, and I'm blessed with both a son and a daughter, and value the balance that brings. "Our society needs more frequent expressions of kindness and sensitivity from our male counterparts. We also need men to prioritise their family and kids more. Men should be more accommodating, embrace diversity and nurture different talents," she adds.



SARIKA RICHARD
Manufacturing development manager Sarika Richard says that although inclusivity and diversity are important in senior leadership, men who have women as leaders should not feel that their masculinity is diminished. "Men can transform the workplace by respecting their female colleagues and leaders, as well as through actively working to dissolve old paradigms and perceptions within themselves," she says. "I am the only woman in a team of 11 and I am lucky enough not to even notice it, because of how my male colleagues engage with me. However, I have had some unpleasant experiences in the past, especially in my early career, about 15-20 years ago as an engineer."

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LORRAINE NIEMAND
Regional logistics manager for the North Region Lorraine Niemand, believes women have a unique approach to leadership that complements their male counterparts and that this should be harnessed. "As women, we know how to be strong and confident while still being able to express love, care and concern for each other, and we know how to overcome adversity as well." Niemand says men can support women by encouraging flexible work policies, modelling the right behaviours (men should be mindful of the work environment they create), communicating fairly and sponsoring high-potential women.



MATSHIAMO LEBESE
Regional logistics manager for the Inland Region Matshiamo Lebesse agrees that women's ability to more freely express themselves is an asset that can also benefit men, who might find the freedom to be more in touch with their emotions leading to greater balance in their lives. "I believe men can learn to be more empathetic and listen more. For instance, they can be less defensive when it comes to campaigns like the 'me too' and 'am I next?' movements, which are less about bashing men, but more about opening a dialogue and introspection for our society. "Men have the opportunity to challenge some of their preconceived notions, which come from how they have generally been socialised as people." These are just some of the many voices of women leaders at CCBSA. They recognise that their combined efforts are paving the way for the next generation of women leaders in the company. ■





WOMEN'S MONTH 2020

PFIZER SA SHINES A LIGHT ON

Women in Pharma and Health

With the world currently in one of the greatest states of flux it has experienced in recent history, the focus is more strongly than ever on finding sustainable ways to run businesses with agility, integrity and creativity.

The focus on Women's Month in August has once again compelled businesses to evaluate what strides have been made in ensuring gender equality and inclusion in their operations and consider just how important this is to being successful in this highly disruptive environment.

For Pfizer South Africa, Women's Month means affirming its commitment to the national agenda and underlining its ongoing desire to contribute to the growth of a knowledge economy, create room for meaningful work, recognise and develop performance, and focus on gender equality, diversity and inclusion.

Pfizer Country Manager, Rhulani Nhlaniki says diversity and inclusion are the company's priorities because they are moral imperatives and form part of its DNA. "As a business, one of our core values is equity, where we articulate our intent that every person be seen, heard and cared for."

This is a significant achievement in a country where women make up less than 50% of the workforce according to the 2019 World Bank development indicators, and only 3.3 percent of the companies listed on the Johannesburg Stock Exchange have females in chief executive positions (PwC report 2019).

Nhlaniki says the women in executive roles at Pfizer play a vital role in shaping the company's talent pipeline. "Fulfilling roles in the commercial, human resources, supply chain, medical, regulatory, corporate affairs and communications divisions, senior women at Pfizer are committed to mentoring and developing aspiring leaders.

"In addition, they are responsible for strategic decisions that allow the company to achieve its purpose, which is to deliver breakthroughs that change patients' lives. Some of these women also serve on external advisory boards, extending their reach and influence beyond our doors into the greater sector."

With a strong focus on growth and development, Pfizer places a significant emphasis on individual development plans, which incorporate on-the-job projects, access to mentorship opportunities and peer learning, executive coaching when the need arises as well as strategic secondments and stretch assignments both locally and internationally.

Nhlaniki says Pfizer's learning and development team is currently in the process of developing a new senior leader framework which aligns with the company's new values of courage, excellence, equity and joy. "Over the past 18 months, five women have joined our executive team. Three of these are new recruits in the company while another two of the appointments are 'come-back kids', who left us to pursue development opportunities and have now rejoined at an executive level."

Charlene Carolissen,
Senior Sales Representative
said that being at the forefront of change is a top priority in her working life.



Lynette September,
Professional Sales Representative
said she is ready to take the challenge of nurturing herself, polishing so that she can shine and pass on the light to her team to shine brighter and better in the Pfizer world.



Over the past few years, at Pfizer South Africa we have created a diverse team that consists of more than 70% women. Almost 30% of Pfizer's staff are youth and women represent 67% of the Executive Management team. These statistics demonstrate our commitment & the progress we have made in promoting diversity and inclusion within Pfizer.

– Vuyo Mjekula
Pfizer South Africa
Corporate Affairs & Communications Lead



Nolufefe Maho,
Country Brand Lead
said that we need to have an appreciation for the increasing role of technology in business, and the reality that a younger generation is fast-streaming into the workplace.

Nobomi Msiza,
Access Specialist
said she understands that she does not need to climb the corporate ladder to be a leader.



Ntokozo Tsotetsi,
Professional Sales Representative
has always believed in people and the idea that forming trustworthy relationships leads to business success.



Targets for representation and participation are established by Pfizer's CEO and HR Director, who are both passionate about driving diversity and inclusion within the business. The various business units are then held accountable for driving the equity agenda and ensuring the company meets its employment equity targets.

Pfizer is acutely aware that the spread of the COVID-19 pandemic has entrenched workplace inequalities in some quarters and that many women are struggling to juggle the roles of employee, spouse, parent and educator.

In this respect, it recently partnered with other major corporate players – Accenture, AECI, Aspen, Business Engage, Imperial, Nedbank and RMB – to host the third annual Voices for Change conference on 7 August, which encourages men and women to play leading roles on gender parity in the workplace. Themed 'Individually strong, collectively powerful', the event is also aimed at inspiring organisations to work together towards common goals.

Notably, Pfizer's reach extends beyond its own orbit and the company has partnered with Unjani Clinics NPC, an organisation that has established sustainable primary healthcare clinics throughout South Africa and empowered more than 75 female professional nurses, created jobs for in excess of 260 people and provided alternative access to quality primary healthcare at affordable prices in the country's low-income areas.

With more than 1 370 000 consultations conducted at 75 clinics throughout South Africa since 2010, Unjani Clinics offer healthcare education in addition to primary healthcare services such as vision screenings, wellness services, chronic and disease management.

In just three years (since 2017) Pfizer will have sponsored the establishment of 6 Unjani Clinics across the country by the end of 2020.

As part of its internal Women's Month initiatives, which focus on the themes of leadership, growth and wellness, Pfizer has selected five women to be part of a Virtual Women in Leadership programme this month.

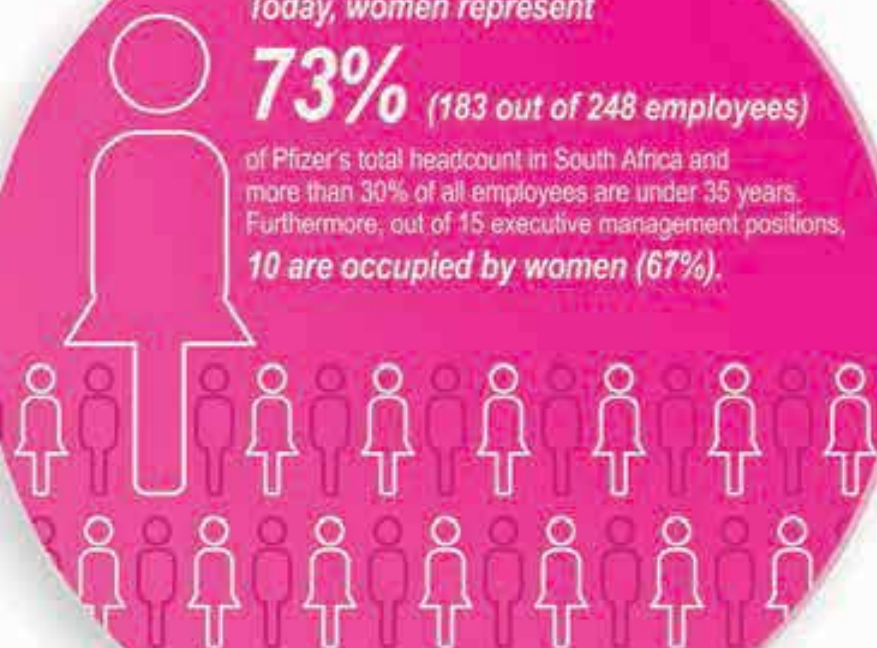
The women, who had to motivate why they should form part of the programme and how they would disseminate the learnings amongst their teams, will attend a series of four virtual interactive sessions where they will gain insight into how to operate optimally, find purpose in what they do and enhance individual, team and greater organisational success. Each woman will also benefit from two individual coaching sessions to ensure alignment between learning, implementation and personal career development.

Perhaps Pfizer's approach can be best summed up by one of the women chosen for the programme, Nobomi Msiza, who says Pfizer encouraged her that she does not need to climb the corporate ladder to be a leader. "At every turn, I am given permission to let my leadership light shine. Being allowed to lead whenever an opportunity presents itself does not come with the loud sound of a cymbal; it shows up in small chances. These are the moments that as a leader I have seized whenever they have presented themselves."

Today, women represent

73% (183 out of 248 employees)

of Pfizer's total headcount in South Africa and more than 30% of all employees are under 35 years. Furthermore, out of 15 executive management positions, 10 are occupied by women (67%).



DEVELOPING AS WE LEAD



African Women Chartered Accountants' (AWCA's) President Zama Khanyile and Deputy President Buhle Hanise report on the work and achievements of the organisation in 2020



ZAMA KHANYILE

Based on current global progress statistics, the World Economic Forum's (WEF) 2019 *Global Gender Gap Report* predicted that it would take 257 years to close the economic gender gap. If this alarming statistic is anything to go by, then gender equality will only be realised in 2276.

This, sadly, is something our generation won't get to witness. "Gender parity has a fundamental bearing on whether or not economies and societies thrive.

Developing and deploying one-half of the world's available talent has a huge bearing on the growth, competitiveness and future-readiness of economies and businesses worldwide," the WEF report stated, highlighting the need for gender equality.

MAKING AN IMPACT

Despite this disheartening statistic, the African Women Chartered Accountants (AWCA) remains steadfast in its mission to grow the number of black female CA(SA)s in the country and ensure that their career trajectories aren't thwarted by systemic challenges, which sometimes force female talent out of corporations.

Bridging the gender gap between qualified male and female CA(SA)s is another key focus area. We believe that gender equality in previously

male-dominated career realms is no longer a nice-to-have, but an essential. We're not content with just producing more black female CA(SA)s, we want to equip them with the necessary skills to become resilient leaders who will someday occupy C-suite positions.

Amid all the anxiety and uncertainty brought on by COVID-19, we've been unrelenting in recognising and profiling black women who are excelling in their leadership positions. When corporations claim that they can't find competent black women to take up leadership positions, we want to continue highlighting the many outstanding black females within and outside the chartered accountancy profession.

As an organisation, we were highly encouraged by the University of Cape Town's (UCT) recent announcement of the new leadership for its council. Among those earmarked to lead the institution's governance, ceremonial and executive roles are our past and current members – Babalwa Ngonyama, past AWCA president, appointed chairperson of the UCT Council, AWCA co-founder Tshidi Mokgabudi, new chairperson of the Audit and Risk Committee, and Zama Khanyile, reigning AWCA president, who took over as chairperson of the Finance Committee. As we cheer these remarkable leaders from the sidelines, we certainly hope that our members will be inspired to take up arms and fight for their rightful seats at boardroom tables across the private and public sectors.

A CALL TO ACTION

The COVID-19 pandemic has dictated a new reality for all, threatened economies worldwide and affected profit margins immensely. Companies have been forced to scrutinise their budgets – more so,

ABOUT AWCA

The AWCA is a nonprofit organisation whose vision is to accelerate the advancement of black females who have qualified as or are aspiring to be chartered accountants. The organisation's unwritten motto is "Develop as you Lead". To realise its vision, the AWCA board has adopted the "three-tier strategy".

- **Identify.** Developing young girls with the potential to become CA(SA)s. This includes school visits, career workshops, student chapters at universities and the AWCA bursary fund.
- **Nurturing.** Training and developing aspiring black female CA(SA)s. This is done through: preparatory workshops before the two qualifying exams; mentorship; and power teas.
- **Leadership.** Development of both aspiring and qualified black female CA(SA)s, which encompasses the AWCA Leadership Academy, Entrepreneurship Forum, and Round Table discussions.

their CSI spend. And, South Africa's triple burden of unemployment, inequality and poverty has been worsened by the pandemic.

While we try to navigate these uncharted waters, let us be mindful that education remains the key to addressing inequalities. It is for this reason that we, as individuals and corporations, should be increasing our spend on socioeconomic development. As a nonprofit organisation, corporate donations – coupled with our fundraising initiatives – allow us to carry out our mission of advancing black female CA(SA)s.

Due to lockdown restrictions, we were unable to host our annual fundraising flagship event, "The Woman of Substance Gala". So, we humbly urge our stakeholders and those who believe in capacitating South Africa to support the AWCA bursary fund. Donations also assist the AWCA's continuity and ability to provide tangible initiatives that help advance our members.

Established in 2002, the AWCA prides itself on always finding a way to meet its members halfway. This year, in particular, taught us two very important



BUHLE HANISE

lessons – agility and adaptability. We leveraged digital platforms to engage more frequently with our members. The pandemic also allowed us greater reach, even to males and non-CA(SA)s. We are no longer confined to physical spaces where men sometimes feel outnumbered and awkward. We've crystallised our value proposition to stay relevant to our stakeholders and continue attracting donations to our bursary fund.

ACHIEVING THROUGH TOUGH TIMES

Despite the obstacles facing the many initiatives we had planned to roll-out this year, we are proud to highlight the following wins:

- In August, we hosted the 2020 AWCA conference, "South Africa Re-imagined" virtually, which drew a diverse crowd. This, we believe, is a proof-point of the interest, curiosity and support our initiatives often attract. Social entrepreneur, gender activist and 2019 Woman of Substance recipient Dr Vuyokazi Mahlati delivered the keynote address, followed by an insightful discussion with Dr Phumzile Mlambo-Ngcuka, executive director UN: Women.
- At the same conference, and as part of the annual Recognition Awards, we honoured AWCA co-founder and businesswoman Sindi Mabaso-Koyana with a Lifetime Achievement Award. An all-round phenomenal woman and

DID YOU KNOW?

- The first female chartered accountant qualified in 1917. It wasn't until 70 years later that the profession gained its first black female CA (SA), Nonkululeko Gobodo.
- When the AWCA was launched 18 years ago, there were only 407 African, Indian and Coloured female CA (SA)s out of a total CA (SA) population of 20 903.

leader, Mabaso-Koyana fully embodies our ethos "Develop as you Lead".

She has worked tirelessly to elevate the awareness of the CA(SA) profession, is a role model to many and continues to uplift others within and outside the AWCA. She has lent herself to the public sector on many occasions and in various roles to help strengthen some state-owned entities.

- Through the financial support from our stakeholders and partners, the AWCA Bursary Fund has supported 124 students to date. To help supplement our bursary fund, we launched an online crowdfunding campaign through BackABuddy.
- In January, the AWCA held a preparatory workshop for candidates writing the Initial Test of Competence exam – the first qualifying exams written by aspirant CA(SA)s. This workshop prepares candidates for exams by highlighting exam techniques, refocusing the mind and providing that last bolt of motivation before they sit the exam.
- The AWCA provided a similar preparatory workshop for the second and last qualifying exam – the Assessment of Professional Competence.
- In June, we hosted a virtual discussion with Solidarity Fund CEO Nomkhitha Nqweni (a rapid response event set up to address any COVID-19 related crises).
- We ran a gender-based violence campaign where men joined and pledged their support for the fight against this scourge.
- We also ran a financial wellness course to assist members with better financial planning during the pandemic.

All these achievements would be impossible were it not for the passion and commitment of the AWCA board, subcommittee and members who willingly give of their time with no remuneration. ■

IMAGES SUPPLIED

The International Women's Forum (IWF) is a global organisation of over 7 000 pre-eminent women of significant and diverse achievement, across 33 nations and 76 affiliated forum locations, who come together across national and international boundaries to share knowledge and exchange ideas, to learn and inspire each other, and to promote better leadership for a changing world. IWFSa is the South African chapter of this organisation.



Our Board and Patron

Seated: Futhi Mtoba, June Crawford, Zanele Mbeki (Patron), Irene Charnley (President),

Nolitha Fakude (Vice President), Dr Precious Moloi-Motsepe

Standing: Janine Hills (resigned), Tryphosa Ramano, Lesego Sennelo (Treasurer), Dot Field (Secretary)

Not in image: Dr Nomonde Mabuza

Our Core Focus

The vision of the IWFSa is to be the voice of women leaders who bring change and to be the catalyst for ethical leadership. We place an emphasis on Gender Based Violence, Future of Work and the Digital Economy, Women's Participation and Leadership in Decision Making Positions and Gender Parity and Equality in the Workplace.

The IWFSa's focus on leadership development is to develop the next generation of ethical women leaders. Our Young Leaders Connect IDEAL programme targets aspirational and emerging young women between the ages of 23 and 40. More information can be obtained at www.ylcideal.co.za.

Membership

Membership is by invitation only and nominations should be supported by two current IWFSa members. The nomination process follows strict criteria as laid out by the IWF membership committee.

Visit www.iwfsa.co.za for more information.

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<https://www.iwfsa.co.za>

CREATING A GENDER-DIVERSE WORKFORCE

Tiger Brands' gender inclusion and transformation programme will increase female representation at all levels, particularly management



Tiger Brands continues to execute its targeted gender inclusion and transformation programme, launched in 2018, as part of a groupwide strategy to markedly improve gender representation across the board at Africa's largest food producer. The programme is expected to increase overall female representation at all levels, but especially in management to 44 per cent by 2023.

The gender inclusion and transformation programme is geared to deliver structural and infrastructural changes that create an environment where women can work successfully. The programme will also bring about a cultural shift that supports an environment where women can thrive and develop into leaders of key divisions across the group.

"This is what 'growing our own timber' means for Tiger Brands," says S'ne Magagula, chief human resources officer. "Strategically, we are focusing on creating a workforce that reflects the gender diversity of our consumer base and the various environments where we operate.

Ultimately, we aspire to be an organisation that leverages its scale and diversity to innovate and adapt quickly to deliver products and solutions that meet consumer needs. Key to this is how we improve the representation, engagement and development of women in leadership roles as well as across our core business units," she explains.

"Our gender equity strategy is built on three pillars: how we integrate a gender equity focus in our groupwide talent

management, leadership development programmes and in our overall culture to support actions that address and overcome the challenges women face in the FMCG industry and within Tiger Brands," she says.

HAVING THE RIGHT CONVERSATIONS

Magagula says the key milestones that have already been achieved in the execution of the gender equity strategy include:

- The implementation of RISE – a targeted business action-learning leadership development programme designed in partnership with Henley Business School where participants tackle real business challenges and craft actionable solutions.
- The Tiger Brands Women's Network – an engagement platform that focuses on networking, mentorship and coaching to enable women to overcome the barriers they traditionally encounter in the workplace.
- Function-specific programmes that equip women with the core business skills they need to progress further within previously male-dominated disciplines such as manufacturing, sales and bakery management.

These actions are already improving the overall talent pipeline and opportunities for female career progression across the group, resulting in more women being appointed to key leadership positions in the core business.

We aspire to be an organisation that leverages its scale and diversity to innovate and adapt quickly to deliver products and solutions that meet consumer needs."

– S'ne Magagula

"It starts with the right conversations – the inclusion of women does not happen in a vacuum, we must embark on this journey together as one team. To this end, we are very clear that the gender-equity agenda is owned and championed by both men and women at Tiger Brands. That is the only way we can achieve visible and sustainable change," explains Magagula.

"To enable this and to commemorate Women's Month, we hosted virtual mentorship sessions every Friday during August. Both men and women attended the sessions, which included specific topics to help shift the need for gender equality. Topics included gender pay parity, flexible working and our values as an organisation.

The conversations have been very inspiring and have challenged participants to 'seize the day' and play their part in driving the change required to create a gender-equal Tiger Brands."

CHANGING CORPORATE CULTURE

"Looking beyond an employment equity perspective, we wanted to refine our focus on talent inclusion programmes that deliberately address structural roadblocks in our business and across our broader value chain," Magagula says.

"Historically, women face many barriers within manufacturing and production environments. This includes the inherent biases – some of which may be unconscious – that are applied to the roles women occupy in these environments. The Women in Supply Chain, Women in Bakeries and Women in Customer initiatives that make up our function-specific interventions are designed to remove these barriers.

"These are prime examples of the types of deliberate and intentional actions we all need to be taking to address gender inequality in our industry and our country," she explains.

"Our efforts to execute this are starting to yield results in pockets of our organisation. Examples include our research and development (R&D) function, where a number of the experts who lead R&D in our key categories are female. The percentage of female category managing directors has

"It starts with the right conversations – the inclusion of women does not happen in a vacuum, we must embark on this journey together as one team." – S'ne Magagula



S'NE MAGAGULA



increased from 20 to 40 per cent in the last year, while the number of women operating across the manufacturing environment increased to 37 per cent," says Magagula.

To deliver on these plans, embedding the role of women through a deliberate culture transformation journey is required – this is the foundation of Tiger Brands' gender equity strategy. "This is being led by our group CEO, who is publicly holding leaders accountable across the organisation to effectively get their business units to deliver on gender inclusivity in a way that ensures this approach lives well beyond a document on a boardroom table," says Magagula.

"This is further augmented by the company's development programmes, which focus on diversity and inclusion to help entrench change in mindsets from the top echelons of the organisation to the factory floor. These are incredibly powerful levers for driving sustainable change. They demonstrate a broader, more holistic approach to gender inclusion well beyond just talent acquisition and placement.

Most powerfully, this talks directly to a great place to work where women's contributions are valued and where women can genuinely thrive and belong, just as much as their male counterparts.

"Our goal is explicitly clear. We aim to have the most talented and diverse workforce that is intimately connected to our purpose of nourishing and nurturing more lives every day, operating in an inclusive, agile and collaborative work environment that inspires every single Tiger to bring their best game to work every day," concludes Magagula. ■

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IN THE EYE OF THE STORM

Duma Gqubule talks to Bongiwe Kunene about leading organisations through uncertain economic times

On the face of it, Bongiwe Kunene, the new MD of the Banking Association of South Africa (BASA), could not have chosen a worse time to start her new job. She reported for duty a week before President Cyril Ramaphosa announced a lockdown on 23 March that has plunged the economy into its largest depression in a century. Since an economic crisis can easily become a full-blown financial crisis, the immediate future of the industry, which holds assets of R6-trillion, has never been more uncertain.

UNFAZED BY CRISES

However, the banking industry could not have chosen a more qualified person to replace former MD Cas Coovadia, who had led the organisation for 14 years, and steer it through one of its most difficult periods in history. After two decades in senior leadership positions in the public sector and banking and as an economic diplomat, who twice represented SA at the World Bank and at the G20 group of the world's largest economies, Kunene was more than prepared for what may be her biggest challenge ever. "I've been in this situation before, twice in fact, where I worked for institutions responding to global economic crises," she says.

Kunene had joined National Treasury in 1994, where she worked under former Minister Alec Erwin, who was deputy minister of finance. She was then sent to work as an advisor at the World Bank in Washington, where she spent five years. It was here that Kunene faced her first global economy challenge when an emerging economic market crisis that had started in Thailand in July 1997 then spread to Russia by August 1998. The contagion spread to other emerging markets, including SA, and threatened the health of the world economy. "The crisis unfolded while I was at the Bank," she says. "Many countries looked to the World Bank for financial support."

She then returned to SA a year later and became head of Gauteng's department of finance and economic affairs under MECs Jabu Moleketi and Paul Mashatile. "The department was way too large. From my time at the World Bank I discovered that it was not a good idea to combine treasury with spending activities that belonged in other departments such as economic development. The treasury could not be objective. I worked on the split of the department." When she had to decide which of the two departments to join, she received another call.



BONGIWE KUNENE

"Going into this crisis, the country's fiscal position was very poor. The timing was not good." – Bongiwe Kunene

"The most important challenge was to not allow our individual and corporate clients to fail." – Bongiwe Kunene

Deputy President Phumzile Mlambo Ngcuka recruited her to the Presidency. She was in charge of implementing the Accelerated and Shared Growth Initiative of South Africa (ASGISA), and the Joint Initiative on Priority Skills Acquisition (JIPSA). A decade after the Asian crisis, Kunene was working at the Presidency during one of the most dramatic political episodes in post-apartheid history, which coincided with the Global Financial Crisis (GFC) and Great Recession of 2007–2009.

During this period, she worked under three presidents – Thabo Mbeki, Kgalema Motlanthe and Jacob Zuma. When the world economy collapsed in September 2008, after Lehman Brothers, a US investment banks filed for bankruptcy, Kunene had to drop everything. She was part of a team, led by Lesetja Kganyago, the current governor of the Reserve Bank, that was sent to represent SA at the G20, which was developing a global response to the GFC.

Two years later, Kunene joined Standard Bank, in public sector banking, and was then again seconded to National Treasury for a second stint at the World Bank in 2015.

She returned to SA in 2018, and was then appointed head of public sector banking at Standard Bank.

HEADING UP BASA

When the opportunity to head BASA came up, Kunene says she warmed up to the idea of representing an organisation "that is the voice of the banking industry".

"When I started at BASA, I thought: 'Here we go again. Similar crisis. Different actors.'" The country had been in a bad economic situation before the lockdown. SA's sovereign debt was downgraded to junk on 27 March. Since a bank cannot have a rating that is better than the country in which it is located, SA's banks were also downgraded to junk status a few days later. "Going into this crisis, the country's fiscal position was very poor.

The timing was not good. As we watched the outbreak of the coronavirus in China and its spread to Europe, it was clear that there was no way we would not be affected."

Soon, Kunene was at a Presidential Summit at the Union Buildings before Ramaphosa announced the lockdown. If she was advising the president, she would have told him that the most important thing to do is to build confidence. "It costs nothing. It is about communicating and clarifying the message to build confidence in the leadership. It is also about having confidence in the people you are leading.

The president was doing that in the beginning. There was lots of consultation. But this crisis presents all of us with an opportunity to act differently and confront new challenges. Our leaders must consult. But in this situation we cannot wait for 100 per cent consensus. We must make decisions with sufficient consensus," she says.

BASA has responded to the crises on two fronts. "When we started talking as an industry, it became clear that the most important challenge was to not allow our individual and corporate clients to fail.

We had to give them breathing room. We gave clients the opportunity to meet us halfway.

"They understand their financial situation and were in a position to tell the banks what kind of support they needed in terms of payment deferrals. They could opt to pay nothing for three months or to pay a percentage of their obligations." By the end of June, banks had provided relief of R30.6-billion to clients affected by the lockdown.

On 21 April, Ramaphosa announced a R500-billion stimulus package to provide relief to the economy. It included a R200-billion loan guarantee scheme. After discussions between the Reserve Bank, National Treasury and BASA, the banking industry decided to commit to providing loans of R100-billion to their clients.

BONGIWE AT A GLANCE

Bongiwe Kunene is the head of Public Sector Banking at Standard Bank. She is responsible for the Bank's portfolio comprising municipal finance; provincial government development finance; financing of national, provincial and municipal owned entities, and banking services for social sectors including education and health.

Ms. Kunene holds a Masters of Science in Development Economics from the University of London in the United Kingdom and a Bachelor of Arts from the University of Zululand.

Board memberships include: Development Bank of Southern Africa Ltd.

The Reserve Bank provides funding to banks at the repo rate of 3.5 per cent. It also administers the scheme and charges a fee of 0.5 per cent for the service. National Treasury provides a guarantee for the loans.

The banks said they could take the first 6 per cent loss on any bad loans. "The bank clients get access to finance at 7.5 per cent, close to the prime lending rate, which is usually only provided to the largest companies. Many of the beneficiaries would not have qualified for loans at this rate. The banks will not make a profit on these loans," Kunene says.

Last month, after an initial low take-up of the loans, BASA announced a new scheme with relaxed lending requirements. By the end of June, the banks had provided funding of R10.6-billion.

As South Africans despair about the quality of people in leadership positions, especially in the broken public service, it is easy to forget that there are thousands of qualified people in all walks of life who are frequently overlooked for top positions. Kunene has not been overlooked. ■

IMAGE SUPPLIED

LEADING FOR TOMORROW

Business leaders share their insights on how to recover from the impact of COVID-19. By Delia du Toit

Estimates predict that the South African economy will contract by around nine per cent as a direct result of the COVID-19-pandemic. “We are geared to emerge from this pandemic with severely constrained private and public sector capacity to invest the levels of capital required to meaningfully support a full economic recovery,” says Babalwa Ngonyama, CEO of Sinayo Securities.

With such challenging times ahead, strong leadership is more needed than ever before ...

THE ECONOMIC OUTLOOK

Even before the pandemic hit, South Africa was experiencing a stagnant economic environment, says Ngonyama. “The lockdown triggered a downward cascade of economic activity, the medium-term impact of which is expected to be extreme.”

And we’re not alone: The World Bank forecasts that the global economy will shrink by 5.2 per cent this year alone, representing the biggest recession since World War II, says Dr Anna Mokgokong, co-founder of Community Investment Holdings and senior director of five JSE-listed companies.

Furthermore, uncertainty about the progression of the virus and the length of economic recovery has contributed to investor and consumer confidence plunging to record lows, says Busi Mavuso, CEO of Business Leadership SA.

BABALWA NGONYAMA



S'NE MAGAGULA

“Change will be the only constant. If you’re not adapting now as a business leader, you’re dying.”

But to save our economy, businesses can’t only focus inwardly anymore, she says. “The crisis has exposed what we’ve neglected in the country and how unequal our society is. All of us are only as strong as our weakest link. We absolutely must take steps to protect the most vulnerable if we want the economy to turn around.”

REIMAGINING THE WORKFORCE

Employee safety and wellbeing is an obvious priority for leaders during the pandemic, says S’ne Magagula, chief human resources officer at Tiger Brands. “The less obvious focus area is the need for leaders to truly lead from the front: demonstrating clarity of purpose to inspire hope in the longevity of the organisation; being visible and using every platform possible to keep conversation with teams going; and supporting



DR ANNA MOKGOKONG

employees in navigating this very complex new normal.”

Though the impact on jobs has been devastating, it has also presented organisations with an opportunity to reset their structures to be leaner, more agile and fit-for-purpose, she adds.

“Remote work is no longer a luxury, but a necessity, prompting a new appreciation for the benefits of a flexible, contingent workforce that is billed based on output, not time at the office or desk.”

Mavuso agrees. “Interestingly, one survey found that 50 per cent of employees prefer the current model of remote work. Only 15 per cent wanted to go back to an office-based model, while 35 per cent wanted a hybrid of the two models.”

However companies choose to go forward, she says, the time has come to manage teams from a different perspective. “Some companies still have clock-in times – a very archaic way of thinking. Management in the future will need to measure success by output, not time spent at a desk.

“Furthermore, leaders must now create plans to build skills in-house as they manage a leaner workforce. And, they will have to rethink leases to take up less workspace,” says Mavuso.

SMALL BUSINESS RECOVERY

Small businesses, especially in the restaurant, manufacturing and retail sectors, have been some of the hardest hit. The sectors will recover, says Berenice Francis, past president of the Institute of Risk Management South Africa, but the uncertainty lies in when and what their new operating models will look like. “The priority is to diversify revenue opportunities and to quickly



MAVIS MHLANGA-MOCHADIBANE

translate sales into cash. Any resources need to be channelled to activities that provide real value and returns.”

But, while doing so, it’s important to align any new decisions to the business values to maintain trust, she adds.

This trust is critical, emphasises Mavuso. “Consumer confidence is lower than it has been in years. This impacts spending – consumers are suspending or delaying purchases. With little economic activity, demand has dropped, production and sales are down, and businesses are ceasing investment and reducing their

THE LEADER OF TOMORROW

A different type of leadership is necessary in these unusual times, says Ngonyama. “Leaders need to rely on a compassionate rather than a rules-based approach, one that emphasises flexibility, effective communication and proactive team management.

The key pillars leadership now needs to focus on are efficient crisis management, flexibility (while ensuring everyone is on the same page), clear communication based on accurate information, and effective team management (while including your team in formulating plans for possible future scenarios).

Along with that businesses must create the capacity to:

- respond to the interests of employees, customers and broader society
- develop partnerships to access supply chains and customers in different areas
- formulate and implement new reporting protocols to track performance
- plan for the future while mitigating the adverse effects of COVID-19.

IMAGES SUPPLIED

“Change will be the only constant. If you’re not adapting now as a business leader, you’re dying.” – Busi Mavuso

workforce. This sends more consumers into saving mode. The entire value chain is impacted by this cyclical problem.”

And to start repairing the damage, consumer confidence – in businesses, in leadership, in the government – needs to be restored, she says. “Job creation is, of course, the priority. But job creation is an outcome. It starts with repairing and maintaining confidence.”

SUPPLY CHAIN PRICING CHALLENGE

With the disrupted supply chain, pricing is a key challenge and there’s a huge demand for imports, says Mavis Mhlanga-Mochadibane, chairperson of Tshwane Women in Transport. This means all transport operators must review their business models – not only rethinking pricing, but also improving their service offering and quality of service.

“Companies across the board are forced to consolidate their assets and resources to save costs. Leaders in the transport and supply chain sectors need to innovate and find new avenues of business. This will also require retraining their (leaner) workforces,” says Mhlanga-Mochadibane.

Ngonyama says that for the majority of businesses, the most urgent priority is to remain operational and cash-flow-positive.



BERENICE FRANCIS

“The priority is to diversify revenue opportunities and to quickly translate sales into cash.” – Berenice Francis

LEADERSHIP INSIGHTS



BUSI MAVUSO

FAST FACT

The National Income Dynamics Coronavirus Rapid Mobile Survey revealed that three million people had already lost their jobs by July with many more predicted to follow.

“To achieve this, it might be necessary to reprioritise product lines or service offerings, reconfigure distribution models and develop alternative channels to reach the customer.”

THE IMPACT OF HOUSEHOLD INCOME

Dr Mokgokong says some major financial institutions have already reported billions in losses. “Jobs are threatened as companies are scaling down, while others have had to cut salaries to keep their doors open. Massive insolvencies have already been announced and debt servicing is at its lowest as people are unable to repay their loans. Buying trends will shift with customers purchasing smaller basic baskets, but more frequently, and foregoing luxury goods.”

She says leaders must make use of funds such as the UIF, but more will be needed. “All South Africans must now band together for the country to emerge out of this stronger.

“It’s time for rural development as a means of job creation, and retailers will be critical players in this equation. It’s time for all our leaders – political, business and in communities – to come to the party. It will take hard work and a willingness to pull together to uplift the economy.” ■

NOT A SEISMIC SHIFT YET BUT GETTING THERE

The gender power balance is slowly shifting within the mining sector. Ryland Fisher talks to two of SA's most influential leaders championing the shift

Nolitha Fakude and Nompumelelo 'Mpumi' Zikalala took different routes to get to the top of the mining industry in South Africa, but they have a lot in common, including their belief that diverse leadership, and especially by women, can make a huge difference to any business, not only in mining.

Fakude was appointed as the chairperson of Anglo American's board of management in South Africa and country director in September last year after a stellar 30-year corporate career in which she served on the boards of some of the biggest companies in South Africa. Before her appointment, she served two and a half years on the board of Anglo American plc, the parent company listed in London.

Zikalala was appointed managing director of De Beers Group Managed Operations early last year after almost 20 years in the mining industry, a career which began after studying on an Anglo American bursary at Wits University in the mid-1990s. She is responsible for the group's mines in South Africa and Canada.

NOLITHA
FAKUDE

De Beers Group, the world's leading diamond company, is a subsidiary of Anglo American, the biggest mining company in South Africa. Other Anglo American subsidiaries in South Africa are Anglo American Platinum, Kumba Iron Ore and Anglo Coal.

Along with Natascha Viljoen, CEO of Anglo American Platinum, the world's largest platinum producer, Fakude and Zikalala are among the most powerful people in mining in South Africa.

While coming from small towns or villages (Fakude from Cenyu, near Stutterheim, in the Eastern Cape and Zikalala from Vryheid in KwaZulu-Natal), both have developed into leaders with a worldview on their industry and society.

"The biggest thing that should happen is our collective drive for inclusion and diversity. As De Beers Group, we are UN Women HeForShe thematic champions."
– Nompumelelo Zikalala

WHERE IT ALL STARTED

Fakude, who had previously occupied senior positions in Woolworths, Nedbank and Sasol, said the transition from being a nonexecutive director to a full-time executive position was easier than she expected.

"I had been on the plc board for two and a half years and had the opportunity of understanding the global Anglo American strategy more intimately. I have been half of an insider, as opposed to coming completely from the outside.

"The fact that I sit on the plc group exco helps. Not only do we talk about the business of the group globally, but when we talk about South African issues, I know that the South African voice is not just me because there are three of us on that group exco." [The others are Viljoen and Themba Mkhwanazi, the CEO of Kumba Iron Ore.]

Zikalala's journey was different. She wanted to become a medical doctor after she matriculated, but changed her mind after career scouts from Anglo American came to her school to engage students about mining.

"I knew about mining, but I had never thought about joining the mining industry. They told us about engineering. They said it was one of the most difficult fields at university and that mining did not have a lot of women. That is what got me hooked. There and then, I decided that I wanted to go into mining."

Zikalala studied chemical engineering at Wits University and worked in gold and diamond mines during the December university holidays.

"When I completed my degree, I started working in the diamond industry at Cullinan Diamond Mine – back then it was called Premier Mine.

"I started off working shifts with our teams – morning, afternoon and night shifts. As a newcomer to the industry, I learned a lot from the team.

"This is what I enjoyed the most about the first couple of years into my career. It taught me a lot about people, leadership and the technical aspects of mining. I also learned about the importance of listening to and understanding the communities in which we operate."

Fakude said that the importance of the appointment of several women to key positions in mining was that it demonstrated that "they are visible leaders who can run and lead these organisations".

Zikalala expounded: "We are not compromising on the need to have competent people, but the ability to eventually have a diverse group of people within the organisation. If you have people who think exactly the same, they will quickly agree and you may continue to operate in the same manner you have always operated in the past. But the moment you bring in a diverse group with different thinking patterns – including gender, age, different nationalities and experiences, and colour – you create an inclusive culture, which allows people to bring their best ideas forward, and you start to spark fresh thinking."

TRANSFORMING THE LANDSCAPE

Both Fakude and Zikalala said that the issue of women in mining is a societal one. "The issues of having women in leadership, and the issues related to women in mining across the different spheres of mining, are as important as in any other industry, which is an important

part of the transformation of our society," said Fakude.

"Organisations need to change to accommodate people who might not have been part of the organisation in the past. This applies to mining as well as other areas of society." Zikalala added: "As mining, we are part of the broader society and as we transform our space, we also need to partner with our communities, government and civil society to transform our broader society."

Both Anglo American and the De Beers Group are focusing on the safety of women in an industry still dominated by men. "It is not enough to put women in an environment that is not conducive, culturally and physically," Fakude said.

"For instance, the issue of some of the changerooms at mines needs to be looked at, that is why at the Minerals Council [where she champions women's issues] we are looking at setting up some minimum standards that the industry should adhere to when it comes to equal access for women."

"We need to monitor and facilitate minimum standards that would ensure that women are protected within the industry. The physical safety of women in mining is an important one because some of the women miners still find themselves exposed to harassment, intimidation and bullying in the workplace.

"We have to change the culture in the industry to one that embraces women and also make women triumph and become successful," Fakude continued.

Zikalala added: "As a group, we are very passionate about the fight against gender-based violence. We cannot be silent on this issue and we believe we need to partner with the broader society to eradicate it.

"Historically, mining has always been known as an industry that requires physical strength and we didn't have many women choosing it as a career. But we are making progress in this regard. ▶

"... they [women] are visible leaders who can run and lead these organisations." – Nolitha Fakude

NOMPUMELELO
ZIKALALA

WHAT'S THE PLAN?

Fakude said the company's integrated approach to mining as a part of society informed the way they responded to the COVID-19 pandemic.

"We have done that in a holistic fashion. We looked at synergies across the group in terms of how we could respond to prevent the spread of the pandemic among our employees and in the host communities where we operate. Our health response has been an integrated approach. We have not only been screening, but also testing employees and communities.

"We were able to see how this pandemic evolved as it moved from one country to the other globally. By the time the South African wave came, we had seen how different companies, countries, governments and other stakeholders had responded to the pandemic and, as such, we were able to respond proactively.

"We have realised that the impact is not only on health, but also social and economic. For us, business continuity has been important because we have the financial capacity to pay salaries throughout this period. We have been able to open our health facilities to the various communities in the provinces where we operate, such as Northern Cape, Limpopo, North West and Mpumalanga.

"We used our lessons from the HIV/AIDS crisis to determine how we engaged with communities during this pandemic. We work with different unions across the spectrum and we work with government across local, provincial and national levels."

Zikalala said that COVID-19 impacts the way she works because she is unable to travel freely between South Africa and Canada – where her De Beers Group operations are located.

"We have all had to learn how to deal with the new normal we find ourselves in and we are now relying more on technology to connect with our teams.

"I am very proud of our De Beers Group teams in both Canada and South Africa. What I enjoy most about my current role is working with our teams and stakeholders to deliver through pulling together in one direction. Currently, part of this includes our WeCare programme of action dealing with COVID-19. The changes we are seeing will shape the future of work."

"We have all had to learn how to deal with the new normal we find ourselves in." – Nompumelelo Zikalala

"Women can and will play a role [in mining] now and going forward." – Nolitha Fakude

"At one of our mines, for example, we had many women who had an issue with the stop-block that truck drivers use when they park their trucks. Initially, the material that was used was heavy, but with re-engineering, we got a cheaper and lighter product. This made it possible for both men and women to do the same work without compromising on safety or productivity.

"The implementation of technology and innovation is also assisting with bridging the gap," Zikalala explained.

MORE OPPORTUNITIES, MORE DIVERSITY

Fakude said there were many opportunities for women in the mining industry, while Zikalala highlighted that "we need more women in the industry".

"There is the technical physical side, where you are mining the commodity, but there are other options too," said Fakude.

"You could be a geologist or an engineer, working out the best processes around which to mine. We are looking at how best we use technology to mine differently, and women play a role in technology. Legally, we have to look at different frameworks all the time. Women in mining could be about the environment because mining is about making sure that we continue to mine in a sustainable way. Women can and will play a role now and going forward." Zikalala added: "The question should be whether there are opportunities. The biggest thing that should happen is our collective drive for inclusion and diversity. As De Beers Group, we are UN Women HeForShe thematic champions, this is supported by our Group CEO, Bruce Cleaver and DBCM Chairperson, Barend Petersen."

She hopes that her story will inspire more women to consider a career in mining.

"I hope that my story and achievements inspire a youngster growing up in a small town somewhere in South Africa and gives them hope that it is possible to achieve anything you put your mind to." ■



BABALWA NGONYAMA

With experience spanning more than two decades, Sinayo Securities founder and CEO Babalwa Ngonyama has enjoyed an illustrious career in the financial services sector. Now, in her new role as the chairperson of the Council of the University of Cape Town – as well as the chairperson of its finance committee since 2016 – Ngonyama views her appointment as a significant opportunity to contribute meaningfully to education. "This is a responsibility and an opportunity that I will tackle with much gusto as education is one of my greatest passions," says Ngonyama.

MAKING A DIFFERENCE

Under Sinayo Securities and her in personal capacity, Ngonyama leads several passion projects – most notably the company graduate training programme dubbed 'Project Funda'. "This programme, which I am particularly passionate about, assists young graduates in the financial services sector by equipping them with the necessary knowledge and skills required for future employment. We accelerate their employment prospects by providing quarterly mentorship and guidance," says Ngonyama. To date, Project Funda has assisted more than 60 graduates to secure direct industry exposure, either with Sinayo Securities and/or its clients.

Having established a thriving financial services company, Ngonyama is considered an industry maven who continues to make major waves in the corporate sector.

Sinayo Securities is a majority black female-owned member of the Johannesburg Stock Exchange (JSE). The firm provides financial services to institutional investors in South Africa.



SISTERS MUST DO IT FOR THEMSELVES THIS WOMEN'S MONTH

Whilst South Africa has made progress on the gender rights front since its first democratic elections, a lot of work remains to be done. Although the support of men is crucial to create an equitable society, women's involvement is vital, too, says Onyi Nwaneri, human rights lawyer by trade and CEO of Afrika Tikkun Services. Established women, in particular, need to step up to the plate and inspire younger female generations, particularly disadvantaged girls and women, to move mountains and achieve their potential.

As we celebrate Women's Month, South Africa's gender equality situation remains a lot to be desired. Despite progress over the past 26 years, women and girls remain disproportionately affected by crime, sexual violence, poverty, hunger, and unemployment. That is not because they are less capable. Data by the Department of Basic Education shows that female matriculants perform better than their male counterparts: in 2017, girls attained 62.6% of A-passes. A similar situation applies to colleges and universities, in which girls systematically outperform boys.

Despite this, women still earn 28% less than men and few make it at executive level. A 2019 PricewaterhouseCoopers (PwC) report shows that men account for 96.6% of CEOs, 87.2% of CFOs, and 91% of executive directors on the JSE. Redressing these gender equality challenges is urgent, says Onyi Nwaneri, Afrika Tikkun Services is a recruitment, placement, and training company helping corporates transform from a business and social perspective from the ground up.

"I am all about justice, empowerment, and human rights. What is dear to my heart, is helping marginalised people attain the equality they deserve. Throughout history, women and girl children have been disadvantaged but despite that, they continue to create value for society, often against all odds," she says. "I want a situation in which women have equal rights and opportunities, have their place recognized, be the best they can, and are treated as assets by men."

Whilst men need to come to the party, women have a vital role to play, too, she says, particularly established women who have smashed the glass ceiling. "For marginalized young women to realize they have opportunities and can change their world, and the world at large, they need successful and established women to show and tell them they can," says Nwaneri, born in 1981 in a small town in the eastern part of Nigeria as the eldest of six children, taking her childhood as an example.

From a young age, her mother, a serial entrepreneur with a PhD in educational psychology, was the one who pushed her to be her absolute best and not let any preconceived societal ideas of what women should determine her daughter's future.

"She had no time for mediocrity. Being the first of six meant I had to be number one. My mother expected nothing less. From a young age, I understood my responsibility for setting the pace for



"I want a situation in which women have equal rights and opportunities, have their place recognized, be the best they can, and are treated as assets by men."

my siblings," Nwaneri recalls. "Like she was a true role model to me, I had to be a role model for my siblings in terms of the friends I kept, my academic performance, and my overall behaviour. Having my mother, a successful entrepreneur, as my mentor and coach helped me shape my life."

After serving as a lawyer and later a human rights lawyer, focusing on the human rights of people unrightfully detained in her own country, she ended up working for the United Nations Development Programme as a consultant. "This was a year after I moved to Johannesburg for another job. My task at the UN was to advise on the legal framework governing national Aids commissions in six African countries," Nwaneri says, noting she joined youth empowerment NPO Afrika Tikkun in 2009, initially as their legal, sales and marketing executive.

Over time, she climbed the ladder to become CEO of Afrika Tikkun Services in 2019, one of the three driving entities of the Afrika Tikkun Group. Afrika Tikkun Services is a level two black owned recruitment, training and placement company designed to help corporate clients evaluate their transformation mandate and build solutions that align with their social and business requirements. The company aims to transform the lives of South African young people and prepare them for participating constructively in the country's economy.

Besides helping South African youth excel and break the cycle of poverty, Nwaneri's quest is to use her latest achievement to inspire girls and young women, particularly those from disadvantaged communities, that they can achieve greatness, despite their situation.

"That is what Women's Month, to me, is all about. It is not just to pay tribute to and celebrate the women who have smashed through glass ceilings, fought against all odds, and are changing society for the better. It is also a call to action to challenge established women and make them realize they have a role to play in helping young women, particularly those from less fortunate backgrounds, break their glass ceilings. We, women need to help our sisters reach for the stars, just like our mothers and grandmothers helped us."

For more information on our service offerings, contact Afrika Tikkun Services on:

+27 11 325 5914 | www.afrikatikkunservices.com



Afrika Tikkun Services
Developing Young People
from Cradle to Career

DRIVING EQUAL AND MEANINGFUL PARTICIPATION

MPAMOT celebrates its 23-year legacy of empowering women in the engineering and built environment

Malani Padayachee-Saman understands that empowerment of women in the sector involves transformation, an integrated approach, and seeking new solutions. Padayachee-Saman is the founder and chief executive officer of the first and largest, 100 per cent black women-owned civil engineering company in South Africa, MPAMOT (Pty) Ltd, previously known as Malani Padayachee & Associates (Pty) Ltd. MPAMOT's focus is on reducing discrimination based on gender, ethnicity, cultural, and religious differences, and on increasing equality and inclusion.

BUILDING MARKET SHARE

In August, MPAMOT, with strategic co-investment from Motseng Women's Investments (Pty) Ltd, announced the acquisition of 100 per cent equity of Mott MacDonald Africa (Pty) Ltd, the South African engineering entity of Mott MacDonald.

This transaction provided a fivefold growth in capacity and capability with the integration of home-grown and global skills, networks, and experience, resulting in greater efficiencies that will significantly increase

MPAMOT's market share. MPAMOT aims to emerge as an industry leader to become the engineering and built environment partner of choice within South Africa, the continent, and globally.

Padayachee-Saman says: "I fully understand the root causes of discrimination that still curtail women's rights in the workplace, and the challenges and barriers to entry in the construction and built environment industry. I have experienced first-hand the deeply rooted gender-based discrimination and pervasive inequalities.

I understand why women in the industry are often left behind. To translate transformation promises into tangible progress for women employed in the engineering and built environment, focused leadership and targeted strategies are required.

Studies show that educated and empowered women are better able to make informed decisions in all aspects of their lives.

The empowerment of women also enables them to gain access to the economy, which is crucial for sustainable and inclusive development."

INTERNAL AND EXTERNAL FOCUS

MPAMOT drives the empowerment of women both internally and externally.

- Internally, the company communicates its support for gender mainstreaming and embeds it in their learning and development programme to assist young engineers, technicians, and technologists through mentorship, capacity building, and training to register as professional engineers. MPAMOT also provides opportunities for in-service training to those still completing their studies and scholarships and to individuals wishing to improve their tertiary qualifications in both technical and corporate fields.
- Externally, MPAMOT promotes gender mainstreaming and provides guidance and direction to newcomers in the industry and those entrepreneurs who venture into their own consultancies. Stakeholder engagement and collaboration with industry players and authorities form the cornerstone of MPAMOT. The organisation often explores the establishment of partnerships that advance opportunities for women in the sector. The MPAMOT team contributes to a range of forums and collaborative partnerships resulting in meaningful and rapid development as well as the growth of black female-owned entities in the construction and related industries.

Through gender mainstreaming, MPAMOT advances full, equal, and meaningful participation of women in the economy. The purpose is not to create undue advantage for women at the cost of men, but purely to promote equality and remove barriers to access to advancement in careers in the previously male-dominated industry

At MPAMOT, both men and women work equally together using their unique skills, strengths, and abilities to jointly progress and drive the business forward. ■

For more information:
🌐 www.mpamot.co.za
✉ info@mpamot.co.za



INVESTING IN WOMEN POWER

Motseng Investment Holdings is reinforcing South Africa's economic foundations on multiple fronts

Motseng, a women-managed investment firm, operating across a broad portfolio and the Southern African Development Community (SADC) region, has been winning awards for decades in recognition of its business excellence and outstanding performance.

It's portfolio is not limited to high-performance sectors such as infrastructure, property, diversified industrials, telecommunications, and transport only, but they also focus on telecommunications.

Motseng also invests heavily in women. "South Africa's women have the potential to be great and are critical for the country's economic development," says Ipeleng Mkhari, Motseng co-founder and chief executive officer.

This philosophy has guided the group's success for over 20 years. "Motseng has made women's empowerment and gender mainstreaming our philosophy in every aspect of the business," says Mkhari.

"We have endeavoured to ensure women representation at all levels. Today we celebrate 57 per cent women representation in our management team

EMPOWERMENT INITIATIVES

The group drives several women's empowerment and development initiatives.

- The property management super regional manager training and development plan.
- Support of the 2B Foundation – a corporate, social, investment programme aimed at young girls.
- Participation in the South African Institute of Black Property Practitioners (SAIBPP) at iThemba Walkathon and United Nations Women Ring the Bell.
- The launch of PROPREENEURX as an accelerator for Exempt Micro Enterprise (EME) and Qualifying Small Enterprise (QSE) property entrepreneurs in which 50 per cent of beneficiaries are women.
- Motseng also participates in WE Connect – a women-focused business initiative, the Womanomics Advisory Board, and the Women Property Network.
- Motseng's chief financial officer is also an audit and risk member of the South African Supplier Diversity Council.

– a target we have surpassed with seven per cent."

With a corps of strong women at its helm, this diversified 100 per cent, black-managed and controlled investment holding company now has assets under management in excess of R15-billion, and core operations in property through investment and property services divisions, including Motseng Concessions, Motseng Property Group SA, Comserv Selmec, and Ellipse.

WOMEN ARE A ROCK-SOLID INVESTMENT

"We believe that women are a rock-solid investment. Backing their development and progress impacts women, families, communities and, ultimately, the country's economic progress. Motseng has extended its focus to improving the representation of women in the built environment at all levels with the rebranded 100 per cent, black woman-owned associate MPAMOT (Pty) Ltd.

"We believe that our ability to create and sustain over 500 direct jobs over the past 19 years speaks to effective and genuine broad-based empowerment," Mkhari says. ■

For more information:
🌐 www.motseng.co.za
✉ contact@motseng.co.za



FROM RIGHT: MAMASE KHANYILE, GROUP HUMAN RESOURCES, RACHEL MUKUZE, CONCESSIONS, IPELENG MKHARI, CHIEF EXECUTIVE OFFICER AND DESIREE SIMBA, CHIEF FINANCIAL OFFICER



MALANI PADAYACHEE-SAMAN



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There's no doubt that small businesses are being hit hard by the COVID-19 pandemic. For Gugu Sithole, director of travel company Glamping Adventures, astute strategic planning is vital. "Scenario planning has enabled us to make flexible long-term plans, helping us to assess the risk associated with every decision. Our business is in a position to change course at any time because it's in a state of readiness and agility."



ZI HATTINGH

"The actions you take now will shape your company in the long run." – Zi Hattingh

Another key factor is partnerships. Sithole says being able to leverage cross-sector collaborations is key to survival. Her business's ability to reach out to sectors such as human development and financial services has kept her going even during tough times.

"A business is a social player and its ability to exist in harmony with other social players ensures sustainability," she says. "The brand needs to rise beyond pursuing bottom-line growth. During a crisis, an entrepreneur and the brand they stand for should be seen as compassionate and empathetic. This is vital because it's what clients and key stakeholders will remember in the long-term."

PIVOTING, STRETCHING AND INNOVATION

Past pandemics have fuelled developments in healthcare, wars have advanced technological innovations and the 2008 recession helped to create Uber and Airbnb. "Cycan was launched in the middle of the '90s financial meltdown," says Zi Hattingh, co-founder of leadership

IMAGES SUPPLIED

IT MAY BE TIME TO REPOSITION YOUR BRAND

Being agile and innovative in times of crisis is critical for business survival, writes Monique Verduyn



GUGU SITHOLE

travellers who contract COVID-19 on their travels? Maybe there is a market for a financial product purchased before a flight via an app.

"Entrepreneurship is mostly about mindset and heart set. An appetite to serve, empathy, resourcefulness and being unafraid of failure also help," she adds. "If you're seeing a substantial drop in business in the current environment, take time to brainstorm. Perhaps you know someone who can mentor you. Talk to other entrepreneurs. Look for new needs and opportunities and see if there's a way your business can pivot to fill them. The actions you take now will shape your company in the long run."

REPOSITION YOUR BRAND

Tamra Capstick-Dale, MD of Corporate Image, has many years of experience in advising business leaders under extreme pressure. "Most companies are looking to cut costs across the board. If yours is a marginal or discretionary service or product, you're going to have to call on your creative reserves to reposition what you're offering as a high-value, easily accessible and indispensable service or product. For some companies affected by the lockdown or an outright ban, this just isn't possible. And that, in turn, means a high degree of agility in either changing your offering or creating a new one." ■

firm Cycan. "It's unlikely that the current pandemic will be an exception. It is easy to lose that spark, yet this is the most crucial time to work on reprogramming your brain to win, to show failure the backdoor and open yourself to new opportunities. View the pandemic as a catalyst for innovation."

Would we have known curbside pickups without the pandemic, Hattingh asks. Perhaps there is a new retail format in integrating online and offline offerings. What about Emirates' new global cover for



TAMRA CAPSTICK-DALE

GENDER PARITY IN GOVERNMENT

Despite efforts to transform, the number of women holding important governmental positions is insufficient, writes Ryland Fisher

Women’s representation in national parliament and the cabinet is at an all-time high, but questions remain about whether there are enough women in crucial and influential positions in government. Currently, 46 per cent of the members of parliament are women, the highest number since they started measuring in 2004, according to women’s rights organisation Genderlinks.

“Women have always been seen as being inferior in terms of leadership within our political system.” – Motlatsi Komote

Where there is a problem, says Genderlinks, is in the National Council of Provinces, where the current 36 per cent is lower than the 41 per cent out of 90 of 2004, but still higher than the 30 per cent of 2009 and 28 per cent of 2014. There is also a problem at the level of Premier, where the number has remained at 22 per cent (two out of nine) since the last election in 2014. However, this is lower than the 44 per cent of 2004 and the 55 per cent of 2009. All the provincial speakers are women.

These figures, while seemingly high, are still way below the percentage of women who are voters, which has been consistently around the 55 per cent mark.



POLITICS AND PATRIARCHY

Motlatsi Komote, research and advocacy officer at the Womxn and Democracy Initiative at the Dullah Omar Institute, based at the University of the Western Cape, says that low levels of women representation in government could be linked to a lack of political will or because of our patriarchal society.

“Women have always been seen as being inferior in terms of leadership within our political system. Men have mostly occupied these political positions. A lot of the parties, including the ANC, speak about gender equality, but increasing gender parity and representation has been quite slow.”

FAST FACT

The number of women members of parliament stands at 46 per cent. It was 33 per cent in 2004, 43 per cent in 2009 and 40 per cent in 2014. The number of women in cabinet is at 50 per cent, it was 42 per cent in 2004, 41 per cent in 2009 and 41 per cent in 2014.

Source: Genderlinks

Komote feels that one of the flaws of our electoral system is that it is not mandatory for any party to have more than 50 per cent women representatives. “I know that the ANC has an internal policy around gender representation, but it is not mandatory in terms of legislation.” She says her organisation researched the 2019 election manifestos of the major political parties, and found that, before the elections, the parties would say the right things in terms of gender equality, but when the elections were over, they did not deliver.

“We also tracked the annual performance plans of certain government departments. We found that the promises made did not necessarily translate into some of the outcomes contained in the plans, whether it had to do with the budget allocation or the programmes that were put in place.”

POSITION AND POWER

When women occupy positions, such as in cabinet, they do not always occupy the most powerful positions, says Komote. “For instance, we don’t have women occupying the ministry of finance or justice or police. Instead, we have women occupying mainly so-called softer portfolios such as the ministry for women, youth and people with disabilities, or social development.”

Komote says that often women faced more challenges than men in similar positions. “At a lower level, some women councillors have said that they feel that they are held to a much higher standard compared to men. This could be part of the reason why women are not necessarily occupying these spaces.”

“We should not put women in positions of power and in any position just to tick a box. When women occupy these positions, we must ensure that the right women do. It should be women who are willing and able to do the work.”

“The only way to change the status quo is to actively challenge it all the time.”

“Women have proven that they can lead, so what is the problem? This is the question that we are asking ourselves,” concludes Komote. ■

CLOSING THE GAP ON GENDER EQUALITY

Diversity and inclusion must move beyond rhetoric, policy and paper, writes Denise Mhlanga

The equal work, equal pay debate has taken a dramatic turn as the global pandemic has highlighted the need for progressive economic policies, including transparent pay reporting towards closing the persistent gender pay gap. Currently, the gender pay gap sees South African women still earning up to 35 per cent less than men for doing the same work. If South Africa is to dislodge its stagnant gender pay gap, mandatory pay transparency – making gender differences in pay known to employees, government and the public – can be the means to compel employers to remunerate fairly and equally, according to a new study by the University of Stellenbosch Business School (USB).

“Despite South Africa’s significant strides in preventing workplace discrimination, the gender pay gap has remained stubbornly stagnant for over two decades, and is well above the global average pay gap of 20 per cent reported by the ILO,” said the study’s lead author, Prof Anita Bosch, the USB Research chair for Women at Work.

This sentiment is also held by Polo Leteka, co-founder and executive director of IDF Capital and Thami Moatshe, group corporate finance and mergers and acquisitions director at Servest.

BEYOND THE RHETORIC

Leteka and Moatshe add that while South African labour legislative policies look good on paper, they lack effective implementation, hence women continue to lag in terms of equal pay and recognition in the workplace.

“Businesses need to review internal equity strategies to establish why we are not meeting the empowerment agenda to move forward with gender equity targets,” says Moatshe.

“Businesses need to review internal equity strategies to establish why we are not meeting the empowerment agenda.” – Thami Moatshe



“The bottleneck lies in implementation.” Furthermore, she says the effective implementation of legislative requirements aimed at addressing gender inequality is still sector dependent. For example, financial services, mining, engineering and security are still lagging – the higher up one goes, the greater the gender disparities.

Business needs to be intentional about the inclusion of women, says Leteka. “It’s about organisational culture that is supportive of women, and the retention of female talent, as well as empowering them with necessary skills. Done right, this creates competitiveness and leads to business success because of the diversity of views – from both men and women, young and old, and different cultures and races.”

Leteka and Moatshe explain that men need to change their mindset about women empowerment, and create enabling spaces for women to grow.

“If men recognise that they have a critical role to play and make the effort to change the status quo, then perhaps we could start addressing the gender equity gap,” says Moatshe.

Sadly though, across the industries, women continue to earn less than men. Moatshe notes that to bridge the gender pay gap requires a collaborative approach across various

sectors of the economy. “We need to take a women-centric approach to transform our organisations, and men in political leadership and business should be at the forefront of driving this agenda.”

INTENTIONAL LEADERSHIP

According to Deloitte’s The right mind-set: Approaching diversity and inclusion in South Africa - Value Beyond Compliance series, published earlier this year, a critical success factor of any diversity and inclusion (D&I) programme is to view transformation through a value beyond the compliance lens and, therefore, acknowledge D&I as a potential source of competitive advantage.

“The right mind-set, leadership and a systematic approach can drive the needed culture change, and thus authentic D&I. Business strategy principles can assist in understanding the complexities of driving workplace D&I. Companies need to be clear on where they can disproportionately invest to make disproportionate impact, while ensuring an equitable and high-performing workforce that delivers superior shareholder value,” the Deloitte report states.

“The business and economic case for the inclusion of women as key players in the workplace is evident,” says Leteka.

“What is needed is policy clarity and implementation to overcome gender inequality.”

She emphasises the importance of leadership being intentional in terms of transformation, diversity and ensuring that women have the necessary skills to compete in a changing work and digital economic environment as this would assist with closing the existing pay gap.

The McKinsey Global Institute estimates that if women participated in the economy in the same way as men, this would add up to US\$28-trillion to annual global GDP by 2025 – an increase of 26 per cent. ■



“Amazing Things Happen When Women Help Other Women” - Kasia Gospos

When you empower a woman, you empower the whole community



▲ Award recipients at the GPL 5th Annual Vita Basadi Awards, 2019

One of the initiatives of the GPL Multi-Party Women's Caucus is the Annual Vita Basadi Awards. While the MPWC has received Awards and recognitions for its work successively since 2017, the Caucus also hosts its own annual awards, to recognise and encourage women and girls in Gauteng, to be initiative and pursue self-reliance, as part of breaking free from the dependency syndrome, that sometimes render women vulnerable to abuse by spouses they depend on, mainly financially.

The Speaker of the Gauteng Legislature: Hon. Ntombi Mkgwe, initiated the first Annual Vita Basadi Awards in 2015 and the Awards have been growing stronger and stronger ever since, with women in Gauteng being nominated by their peers, for their good deeds of community upliftment. Each year 20 women are recognised for their community

upliftment initiative, which include income-generating projects. Indeed, when you empower a woman, you empower the whole community.

The MPWC is painfully aware of the exclusion of women in the mainstream economy of Gauteng and the country at large and the detriment thereof, which include limiting our gross domestic productivity, because we effectively exclude the majority of our human capital from the economic enterprises of our nation. Thus, the point of departure is that of women helping other women by all legal means necessary.

The motto is: “a woman should look down on another woman, only to give her a hand up”.

GPL Multi-Party Women's Caucus MEMBERS

Gender equality, women's empowerment and women's leadership is a pre-condition for economic growth and inclusive sustainable development” (UN Post-2015 Development Goals).





The GPL Multi-Party Women's Caucus at Work



"a woman should look down on another woman, only to give her a hand up"



Joint Strategic Planning Session of the GPL Multi-Party Women's Caucus with Municipal Counterparts.



▲ Hon Mkgqee Winner-Top Gender Empowered Public Sector Leader 2019



▲ Supporting Municipalities to Establish their MPWCs



It is apparent that the GPL-MPWC is hard at work, to ensure a concrete, institutionalised and sustainable strategy for mainstreaming gender and human rights in the work of the Gauteng Legislature, both at strategic and operational levels, including forging collaborations with strategic partners, to advance its agenda to contribute to transformation goals in the country. Through the advocacy of the GPL-MPWC, the GPL is the only legislature in the country that has established and institutionalised its own tailor-made capacity-development programme on the mainstreaming of gender and human rights and gender-responsive budgeting. Thus, the GPL-MPWCs walks the talk on issues of gender mainstreaming and women's empowerment. Interventions in the PoA of the GPL-MPWC are not once-off activities, but are programmed annually in the overall plans of the Gauteng Legislature.



INNOVATION TODAY FOR SUCCESS TOMORROW



CARINA
BRUWER

Monique Verduyn speaks to three women about why digital transformation and innovation is key to business recovery and survival post-COVID-19

THE FUTURE OF DIGITISED EDUCATION

Alison Fergus, COO of edtech company MasterStart, says recovery will happen only if we begin to reshape education through smart technologies that prepare learners for the fourth industrial revolution (4IR).

“Online education is accessible to learners whenever and wherever they are, shaping the way corporate and academic sectors educate staff and learners,” she says. “To change the way we transfer skills and knowledge, content must be curated correctly to enable learner support and success. Online assessments need to be a true reflection of participation, practical and theoretical knowledge, and general understanding. To achieve this, we need to rely on high touch and data-driven results through the use of learner management systems.”

Research suggests that the implementation of schedules and e-learning guides onto interactive platforms, through the use of online classroom management tools, will ensure structure and consistency among learners.

“Human interaction and communication remain essential,” says Fergus. “The use of video-chat solutions will improve the overall degree of understanding. This can be done through structured sessions set up by educators using safe and secure platforms ensuring maximum engagement.”



ALISON
FERGUS

LIVESTREAMING TO HELP THE EVENTS INDUSTRY

The South African events industry has been one of the hardest hit by the impact of quarantine measures. Carina Bruwer, CEO of Gigster, says livestreaming can help to save the conferencing and entertainment sectors. One entertainer who is making this happen is DJ Black Coffee, who hits the decks every Saturday night at home with the Home Brewed livestreaming party.

“The challenge is that the whole industry must rebuild itself,” says Bruwer. “The community needs to understand the dynamics of this unlikely vehicle of human connection. Entertainers need to reinvent their content, performances and messaging to embrace online as a space for eventing.”

More solid and credible infrastructure is also required. Existing streaming software and streaming platforms need to be stabilised and improved. “We need new online platforms that will act as dynamic spaces in which we can ‘gather’ via livestreaming, offering dynamic modules to facilitate actions and processes relating to guest registration, event attendance, event roadmaps, innovative interactions and general user experience.”

Event and entertainment businesses will need to help build this tech, sell it, and engage with the hundreds of industry workers who are unlikely to possess the tools and capital to invest in their own technical reinvention. “Only through collaboration can we develop a tech-ready community which does not exclude the majority of talent that the industry was made up of a mere few months ago,” Bruwer says.

A NEW OPERATING MODEL

For an organisation to evolve, it needs a flexible operating model. CIO and business unit MD at South Africa’s largest health and safety enterprise SafetySA, Palesa Gaasenwe, says the company started its digital journey about two years ago. “The end in mind was to transform the operating model to enable integrated business services that revolutionise how an occupational health and safety (OHS) organisation should operate.

“We adopted three key principles,” she says. “First, it became important to use inventive ways to reach our staff and customers. This proved valuable when we went into lockdown: our digital strategy was accelerated overnight to adapt our solutions for economic reactivation while reinforcing contact with customers.

Second, to achieve our virtual offering, we found working with digital SMEs has proven successful for our state-of-the-art e-learning capabilities.

Third, what is key to work in the new reality is agility across the organisation, taking quick action to respond to new demands on products and services. We applied a growth mindset, welcoming failure and not labelling it as a deterrent to progress. ■

PALESA
GAASENWE



IMAGES SUPPLIED

A DIGITAL FUTURE AWAITS

The modern-day job is fast transitioning to a more digitised environment, writes Levi Letsoko

Our country’s future economic growth, says Tinyiko Simbine, the co-founder of Girl Code, is limited by a chronic shortage of skills and lack of women in the IT space. “This gap isn’t just bad for women, it’s bad for business.

“In the next 10 years, there will be two million more jobs available than we currently have the skills to fill,” says Simbine. “We must be focused on using technology as an enabler. It’s imperative, therefore, she adds, “that we begin to design skills-building programmes for women that talk to the opportunities and challenges built-into our technology landscape.”



TINYIKO
SIMBINE

“In the next 10 years, there will be two million more jobs available than we currently have the skills to fill.” – Tinyiko Simbine

Mangaliso Mokoape, managing director of Africa Kids Code, agrees and adds: “The prevailing issues of the digital divide characterised by a lack of access, infrastructure and skills development programmes are some of the prejudices that keep women and in particular, the girl-child, out of the sector,” she says.

“We need to work together to change the entrenched perceptions in the industry and educate our girls and women about the dynamics and range of careers available to them.”



WHY CODING?

Girl Code and Africa Kids Code are two women-led organisations equipping women and young girls with coding skills as a point of entry into a very male-dominated IT sector.

Mokoape explains that coding will give young women an opportunity to create something new. “Tim Cook, the



MANGALISO
MOKOAPE

“We need to educate our girls and women about the dynamics and range of careers available to them.” – Mangaliso Mokoape

CEO of Apple has said that ‘coding is the language of the future’, and what coding allows us to do is teach critical thinking and problem-solving skills that form part of the fourth industrial revolution sweeping across the globe at the moment.”

But the lack of access to evolving technologies and a still very low uptake in STEM subjects is a major obstacle in shifting the mindsets of women and girls towards the technology field. “We need more intentional interventions to tackle this challenge head-on. Inculcating the STEM culture at developmental stages in fun project-orientated activities makes a huge difference in demystifying STEM-related careers,” says Mokoape.

UPSKILLING

The modern-day job is changing, and opportunities to accelerate the digital transition of work are growing. “Amazon recently opened up close to 3 000 employment opportunities for remote work in South Africa. This is very encouraging as it offers women opportunities to enter the industry,” says Simbine.

“We are living in a rapidly changing world. Women who have been part of the labour force for years now need to ensure that they constantly upskill themselves and continuously evolve to thrive in the labour market.” ■

THE ROAD TO CODING

Simbine and Mokoape share their insights on how to get women more involved in coding.

- Education, through available learning and training opportunities directly tailored for women.
- Role models. Experienced women in tech need to share their experiences with the younger girls. It gives them something to work towards.
- Mentorship. Aspiring tech leaders need professional guidance when making career-related decisions.
- Upskilling. The ICT sector is a future-focused and constantly advancing space, therefore, guided upskilling is a must.

THE TABLE IS BIG ENOUGH!

When women are at the table, great things happen.

- Barloworld Group female representation Grade 11+ is 41% as at May 2020
- Barloworld Board 56% female representation
- Barloworld Group Executive Committee 36% female representation
- Barloworld Equipment Executive Committee 56% female representation
- Barloworld Automotive and Logistics Executive Committee 45% female representation



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VOSTOCHNAYA TECHNICA

RAMASELA GANDA
CHIEF EXECUTIVE
AVIS BUDGET RENT-A-CAR

Imagine watching your favourite artist in a packed auditorium, surrounded by thousands singing along to their most popular songs. That, as the woke among us will say, is so 2019. The 2020 reality is very different. No stadiums or auditoriums. No audiences. Only performances from COVID-19-friendly venues straight into your living room.

The arts and entertainment sector was among the first to be affected by the COVID-19 pandemic. And, it will probably be the last to return, says Vicky Sampson, a veteran singer whose song “Afrikan Dream” has become an anthem for solidarity across the continent.

“Performers have had to think differently about how to bring their art, especially music, to the people. We have had to embrace the concept of hosting virtual online shows,” says Sampson, who is also the interim chairperson of the



ROSEMARY MANGOPE

“We are being forced to break with the past and to imagine a new world.” – Rosemary Mangope

THE NATIONAL ARTS FESTIVAL GOES VIRTUAL

The National Arts Festival was held entirely online this year. From 25 June to 5 July 2020, the event introduced a virtual platform called vFringe, which was largely motivated by a desire to support artists to earn an income and gain exposure. Through this digital platform, artists can share their work with home-based audiences anywhere in the world.

vFringe accommodates a ticketed video-on-demand platform, a visual art directory, a virtual green trading space for crafters, and an advertising space for live events held on third-party platforms.

Although the festival is now over, the platform remains for artists to present their work and the vFringe programme is being added to every day.

**USHERING
IN A NEW
ERA**

*The arts sector is rethinking
the way it brings
entertainment to the public.*
By Ryland Fisher

Trade Union for Musicians of South Africa (Tumsa). “We are now able to reach a far bigger audience across the whole world. With the right kind of support and preparation, this will enable many more entertainers and artists to get exposure internationally and to earn revenue.”

ENTIRE INDUSTRY AFFECTED AND NO RELIEF IN SIGHT
Rosemary Mangope, CEO of the National Arts Council (NAC), says that the arts will not be able to return to normality any time soon, or at all.

“We are longing for a return to normality, but we have to acknowledge the rapture. Our lives have pivoted and we need to understand that it is real. It is a change,” says Mangope. “We are being forced to break with the past and to imagine a new world. We are struggling to find our way from a world

that we used to know to a new world that is already here.”

Sampson says they have been fighting with government since the lockdown began to provide proper relief for their 2 000-plus members. “The relief offered by government only covered a small percentage of artists who had contracts. We have asked for R3 500 per month for each of our members, but have lately been ignored by the government and will now be taking the department [of arts and culture] to court to demand relief.

“The pandemic has not just impacted on the performers, but also on the entire supporting industry, including the sound crews and people who set up stages. Most musicians have not received any assistance,” says Sampson. “They don’t have data. They are not able to pay rent, or buy food and other basics.”

Tumsa has established an online radio station that plays only local music as a way of supporting its members.

“The pandemic has forced people to learn what it means to be a cultural worker,” says Mangope. “It is forcing us to build capacity to imagine societies of the future and to use culture for what it exists to do – to help mend the social fabric.

“We have to think about how we give comfort and hope, how to create new forms of solidarity and how to create new spaces in which to draw energy.” ■

FAST FACT

This year’s National Arts Festival (NAF) totalled more than 270 hours of online viewing as part of the newly-launched vFringe platform.

Source: NAF

VICKY SAMPSON



IMAGES SUPPLIED

**THE SECURITY
CHROMOSOME**

**Limited gender diversity within
cybersecurity presents a risk to industry
thanks to limited visibility**



In 2019, a report released by Cybersecurity Ventures found that women represented around 20% of the global cybersecurity workforce. There is a lack of female representation within this industry and a lack of actual skills needed to populate the growing number of requirements from organisations facing a rising cyber threat. The answer, according to Anna Collard, Managing Director of KnowBe4 Africa, is to encourage women to cross-skill and expand into cybersecurity roles.

“Cybersecurity isn’t just ones and zeros, it’s the people factor, it’s understanding the nuances of business and the value of technology and being capable of managing multiple threads at the same time,” she adds. “It can be project and people management, ethical hacking, coding as well as the ability to problem solve at speed. This is not to say that women can’t dig themselves deep into technology, they obviously can. But Collard points out that cybersecurity has been made to feel more complicated than it actually is. Anyone can walk into this industry; all they need is a hunger for continuous learning.

“Women need to see that taking on a role within cybersecurity is exciting, challenging and interesting. I certainly didn’t realise how varied and dynamic this space was until I fell into it, by accident. I studied International Economics and now I am the Managing Director of a company that’s dedicated to cybersecurity awareness training and development.”

Collard’s road from a student in Munich, learning about economics, interning in Singapore to the founder of a cybersecurity firm in South Africa wasn’t straight, but it was led by opportunity, mentorship and grit.

“I firmly believe in two things – mentorship and online resources,” says Collard.

“Mentorship is critical to giving people, not just women, the confidence they need to explore this industry and the variety that it offers.”

“Even more importantly, you can teach yourself whatever you need to know using online resources. I think that if a woman can teach herself how to make smoky eyes on YouTube, she can easily learn how to do anything in security. Anything.”

Collard has a point. Many professionals supplement their industry understanding with courses and research provided online. In fact, continuous professional development and a relentless curiosity are two key qualities that define a successful cybersecurity professional, no matter where they stand in the field.

“When I first started out, I did feel inferior to some of my male colleagues who had heavy tech backgrounds,” concludes Collard. “Then, I tapped into them as a resource and used their vast understanding and insight to help me upskilling myself. With their guidance and my own creative tendencies, I was able to see the bigger picture and develop a cybersecurity career that has seen me grow, and sell, my own cybersecurity business. This is an incredibly interesting and diverse industry where anyone open to learning can find a foothold, we just need to show them how.”

To fill the growing gaps in cybersecurity skills development and to improve gender diversity, the industry needs to demystify its perceived complexity and scrub away the sense that this is a male-dominated domain. This approach will not only help improve the imbalances in gender diversity but it will ignite an interest in the industry as a whole, filling in those gaping skill holes with much-needed talent from across all areas of business and market.



www.knowbe4.com

CHAMPIONING MEANINGFUL CHANGE

Ingrid Louw, CEO of aware.org.za, is committed to reducing alcohol-related harm through a strategic programme of intervention and education

With a career spanning 30 years in education, corporate communication, entertainment, leisure, broadcasting and now, social responsibility, Ingrid Louw has always been at the forefront of change in South Africa.

Louw is the CEO of aware.org (The Association for Alcohol Responsibility and Education), a registered nonprofit, public benefit organisation (PBO), which focuses on preventing the negative consequences of alcohol abuse. The association's members include leading manufacturers and retailers of alcoholic beverages in South Africa. Formerly known as the ARA, the organisation relaunched as aware.org in 2017, along with renewed dedication and a refreshed strategy, new identity and most notably, a new name.

Prior to her work at aware.org, Louw spent 10 years as a teacher in Durban, before moving to Johannesburg to continue fulfilling her passion for education at an Eldorado Park school. Through her teaching, she realised the importance of playing a meaningful part in early childhood development and intervention, as well as socioeconomic factors, in changing the trajectory of a child's life.

This has greatly informed the choices she and the organisation have made in their approach when strategising initiatives.

"Systemic structures such as poverty, unemployment and inequality are ever active catalysts in people's drinking behaviours. Our mandate at aware.org is to reduce alcohol-related harm in South Africa."

"Alcohol harm reduction for us means looking at the triggers of these unfavourable behaviours and

increasing intervention for individuals," Louw explains.

Aware.org's initiatives target vulnerable youth and adults of all races and its strategy is a hybrid model that looks at on-the-ground interventions for those who are at risk of suffering the negative consequences of alcohol abuse and misuse.

"Dealing with alcohol abuse and the harm it causes means addressing the core issues and factors." – Ingrid Louw

EDUCATION MAKES THE BIGGEST IMPACT

Being a mother and former teacher, Louw believes in the importance of properly educating and informing children's relationships and perception of alcohol before they reach drinking age. Through her direction and leadership, the organisation has made a strategic shift that has changed how it fulfills its mandate and aligns with stakeholders at various levels.

The organisation also employed a partnership model with government, which the organisation credits for its success.

With the help of its members, industry stakeholders and government, aware.org has rolled out several impactful programmes, as well as a series of consumer education and awareness campaigns. These have been designed

to make a sustainable difference, targeting Drinking and driving/Walking, Underage Drinking (UAD), Fetal Alcohol Spectrum Disorder (FASD) and Binge drinking – one of the biggest topics at the moment in our country.

"Of all these pillars, educating children about alcohol before they reach legal drinking age is where we believe we can make the biggest impact if we want to change long-term behaviour," says Louw. "Dealing with alcohol abuse and the harm it causes means addressing the core issues and factors. This has influenced the direction and trajectory of the organisation's initiatives."

"Some of the feedback we got while conducting our school programmes came from the children and students telling us to speak to their parents. This confirmed what we had already known, that alcohol consumption habits are introduced to children in the home through parents, caretakers, and older siblings," Louw adds.

The organisation seeks to tackle UAD and FASD by addressing the existing attitudes and perceptions held by children that are informed by interactions with the substance by their parents, caregivers, and older siblings.

"The conversations about alcohol at home vary and normalise attitudes towards alcohol. This can prove to be harmful as children grow. What we have done by including the community is to



#MYFIRSTDRINKSTORY
- MIKE AT AGE 12

I DIDN'T WANT TO
DISAPPOINT MY
DAD, IT FELT LIKE
THE FIRST TIME WE
REALLY BONDED.

"The conversations about alcohol at home vary and normalise attitudes towards alcohol." – Ingrid Louw

design programmes and campaigns that show some of these habits and behaviours so as to inspire reflection and spark conversations in homes among adults," explains Louw.

Louw's leadership directs the organisation's approach and interaction with the communities they engage with, adding an element of nurturing and care that is necessary to address a subject

– alcohol consumption – that is almost taboo to talk about.

Kindness, compassion, and her nurturing/mentoring spirit are what Louw says she wants to be remembered for.

"A little while ago, my son told me he wanted to get a tattoo. I was initially against it for personal reasons, but I eventually told him he could go ahead. On the day he got inked, he came back and showed me. He had the word 'compassion' written on his arm," she shares.

FINDING NEW WAYS TO ENGAGE

Louw and aware.org are acutely mindful of the work that still needs to be done. Louw says the South African lockdown regulations were unique in that they immediately banned the sale of alcohol, adding a different element of challenges to campaigns that speak to responsible drinking. Finding meaningful ways to continue to educate and change perceptions that are rooted in many social relationships, and often in childhood learnings, was a challenge that Louw overcame.

While the coronavirus pandemic will inevitably change how they engage with communities and learners in schools, aware.org is determined to make a tangible and meaningful impact in the alcohol harm reduction sphere. Adopting interventions and messaging that are practical and relatable to their audiences is just one of the ways this incredible woman is leading the charge once again. ■

For more information:

www.aware.org.za
#AwareOfTomorrow

aware!org.za
association for alcohol responsibility and education



Esha Mansingh

Chief Corporate Affairs and
Investor Relations Officer

Phumzile Langeni

Chairman and
Non-Executive Director

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