

# affiniti

M A G A Z I N E

## The Gender Pay Gap

Achieving equal pay for women

*"WINNING THE HEARTS & MINDS OF EMPLOYEES THROUGH WORKPLACE DE&I"*

**THE TRANSNET STORY**

**eStudy:**

Breaking down barriers for people with disabilities

ISO 30415:2021: New International Standard on Human Resources

## Diversity and Inclusion

*Zimkhitha Gova*

# DRIVING WOMEN ECONOMIC EMPOWERMENT

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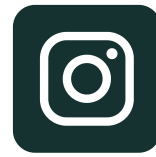
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# WORD FROM THE *Editor* IN CHIEF



**KERUSHA PILLAY**

**“In diversity  
there is beauty  
and there  
is strength.”**

**Maya Angelou**

The beauty of South Africa lies in the diversity of her people and the spirit of ubuntu. Ubuntu is an African term, reflecting the spirit of togetherness and unity. Welcome to the first edition of Affiniti, a thought leadership magazine on diversity, equity and inclusion on the African continent. We do hope that you enjoy the magazine and that it enriches your perspective.

8 March 2023 marked International Women’s Day. I take this opportunity to remind our readers of the thought-provoking proposition that was posed in celebration of this day: “Imagine a gender equal world. A world free of bias, stereotypes and discrimination. A world that is diverse, equitable and inclusive. A world where difference is valued and celebrated. Together we can forge women’s equality. Together we can all #Embrace Equity.”

In our inaugural issue, Affiniti heeds the call to drive gender parity by focusing prominently on women. Our main article focuses on the gender pay gap, a phenomenon that pervades the global workplace. The National Business Initiative (NBI) has conducted extensive research and crafted innovative solutions to support companies achieve equity in the workplace. We also feature WIMBIZ, an organisation that takes a deliberate and innovative approach, striving to achieve women economic empowerment in the mining industry.

We celebrate the achievement of two remarkable women, who will no doubt inspire you. The first is our cover star, Zimkhitha Gova, the Chief Executive Officer of PLUS, an LGBTQI+ business chamber and the Managing Director of Affiniti. The second is Makhosazana Sibisi, a trailblazer who pushed the boundaries in the corporate and business sector.

In closing, I salute the women that fought for gender equality, particularly those who lost their lives in the Sharpeville Massacre, 62 years ago. May we continue to #Embrace Equity for our future generations.

THE

# Gender

PAY GAP

WITH

**NBI**  
National Business Initiative





The gender pay gap, a phenomenon that pervades the global workplace, is arguably one of the foremost contributors to perpetuating exclusion, inequality and discrimination against women. Ms. Joanne Yawitch, the CEO of the National Business Initiative (NBI), poses the fundamental question: What would it mean to pay women fairly for the value of their work?

# Understanding

## *the* Gender Pay Gap

By Kerusha Pillay

Legislative amendments and deliberate efforts to prioritise women empowerment in a bid to create an inclusive society have improved the gender demographic in the workplace. While the playing fields are far from equal, more women are at the helm of large companies, often in industries that were dominated exclusively by males. However, a prominent indicator of the lingering inequity is the measurable difference between the average earnings of men and women in the labour market.

Ms Yawitch identifies three benefits to paying women equally. Firstly, it would assist to eradicate poverty, particularly in female - headed households. Secondly, it would contribute to overall economic prosperity on a macroeconomic level. Thirdly, it would allow women to improve not only the quality of their own lives but also the lives of their dependents, by enabling access to education, healthcare and nutrition.

As a fundamental driver of social and economic transformation, the NBI has conducted extensive research to understand what underpins the pay disparity. This research has culminated in the identification of sustainable solutions to support companies to create an equitable workplace and in turn an equitable society.

In the first of this three-part series of articles, we focus on some salient aspects contained in the NBI's 2019 report, titled, "Gender Equity in the Workplace: Understanding the Gender Pay Gap". Included in the report, are references to studies on gender diversity in the workplace conducted by McKinsey, Deloitte, Bain & Company, Accenture and the Thompson Reuters Foundation.

### ***WHAT WOULD IT MEAN TO PAY WOMEN FAIRLY FOR THE VALUE OF THEIR WORK?***

#### **Restrictive and discriminatory practices in the workplace identified as one of the factors driving the gender pay gap in South Africa**

The NBI has identified restrictive and discriminatory practices in the workplace as one of four factors that contribute towards the gender pay gap. The Thompson Reuters Foundation poll found that only 27% of women in the South African workplace were confident about their ability to speak up. Research by Bain & Company on the South African workplace found that only 44% of women believed that men and women had equal opportunity to be promoted in the same timeline.

An important observation contained in the report is that women who negotiate promotions and salary packages are often viewed as "too aggressive" or "bossy". The report revealed that, in stark contrast, men are more likely to get what they want in terms of promotions and salary increments without having to ask. Even if they do negotiate with their employers, men are not subjected to the same unfavourable judgement and are instead praised for being assertive.

A woman's work performance evaluation and perceived ability are important dynamics that influence her career trajectory and remuneration. An additional observation is that only 40% of women view their company's performance evaluation as fair and only 43% of men occupying senior positions, agree that women are as capable to lead as men are. Unfortunately, for many women, the workplace is still viewed as a "boys club", with this bias continuing to perpetuate the pay disparity.

Under-representation of women in senior management and decision-making positions in the organisation, the motherhood penalty and lack of adequate support structures are further factors that have been identified as contributing to the gender pay gap.



## How does intersectionality affect women and the gender pay gap?

In considering the causes underlying the gender pay gap, an important aspect identified in the NBI report is the theory of intersectional feminism, a concept introduced and developed by Kimberley Crenshaw, a leading advocate of critical race theory and Professor at the UCLA School of Law and Columbia Law School. This theory explores the overlapping systems of oppression and discrimination that women face due to the different layers of a woman's social identity, including her ethnicity, sexuality and economic background.

The report identifies the importance of considering a woman's experience in the workplace through the lens of intersectionality. In the South African context, women often face many barriers at the same time, which affects their earnings and career progression. A black woman, who is also a member of the LGBTQI+ community may be simultaneously discriminated against on the basis of race, gender and sexuality.

## INTERVENTIONS IN THE WORKPLACE

Eradicating bias is not dependent on legislative intervention. Companies are at liberty to devise innovative strategies to craft workplaces that are more inclusive which in turn optimizes an employee's performance, especially when it comes to women. The report identifies various interventions that can be implemented which will enable women to advance in their career trajectory and which will contribute to bridging the gender pay gap.

# CASH IS QUEEN

## The business case for creating a work environment that is inclusive and equitable

Having at least 20% or more of women on boards and at decision making level improves a company's financial performance. The report references the research conducted by McKinsey which revealed the direct correlation between improving gender diversity and increasing financial performance in a company.

However, improving a company's gender demographic at senior management level is not sufficient. It is also imperative to create an environment that is conducive to peak employee performance. According to Deloitte's Global Human Capital Trends Report, employees perform optimally when the following inclusion indicators are present: fairness and respect, value and belonging and confidence and inspiration.

## Eliminating bias in the workplace

Employers can proactively devise and implement their own measures to create a more inclusive workplace by following a creative, collaborative and iterative approach. Deloitte has identified the following four stages:

- Exploring employee experiences to understand the implicit biases at play;
- Identifying the impact of implicit biases on women's experiences and outcomes;
- Ideate solutions with women employees to reduce the impacts of implicit biases; and
- Evaluating impact and refine solutions



## ***Building support structures***

It is also essential to establish sufficient support structures to optimize employees' performance. A study by Accenture has revealed that 67% of women who have succeeded in climbing the corporate ladder have participated in women's networks and support groups such as Lean-In Circles, where women meet regularly to empower one another, share their experiences and devise ways to overcome their challenges.

## ***Flexibility and technology***

The Covid 19 pandemic has changed the way we work. Many women are more easily able to balance their family responsibilities with work as virtual meetings have become more popular. However, this is not enough. Company policies on leave, working schedules and formal return-to-work programmes have to be changed to adequately leverage this change for women.

Having considered the far reaching benefits of paying women equally and the various solutions proposed, we hope that companies will take active steps to bridging the gap.

# Understanding

*the*

# Gender Pay Gap

with

**NBI**  
National Business Initiative



A room with a teal wall. In the foreground, there is a bright yellow tufted armchair with wooden legs. To the right of the chair is a white, hourglass-shaped side table with a small potted plant on top. To the left of the chair is a black floor lamp with a large, dark shade. On the wall to the right, there is a framed painting of a coastal scene with a blue sea and buildings. The text 'Zimkitha Oyova' is written in a yellow, cursive font across the top of the image.

# Zimkitha Oyova

**DRIVING  
WOMEN ECONOMIC EMPOWERMENT**

# Driving Women Economic Empowerment

Zimkhitha Gova's passion for women economic empowerment spans across a wide spectrum. From steering initiatives to support women economic empowerment within the LGBTQI+ community to actively supporting her own daughters to find their purpose by creating sustainable businesses based on their natural talents. Many modern-day self-help gurus talk about finding your purpose but very few explain how it's done.


In her approach to motherhood, Zimkhitha explains it eloquently, when she talks about how she is raising her own daughters, aged 19 and 13. "The empowerment of young girls is close to my heart. It is important to change the way they think and to shape how they see things from a young age. If they know who they are at a young age, they will not be easily influenced by others. It is also important to instill good principles early and groom your daughters to be strong women. I have encouraged my daughters to find their purpose by helping them to identify their natural talents instead of just letting them believe that they must become a doctor or lawyer or accountant. An analogy I like to draw is that of an iron. It is meant to iron your clothes but if you try to boil water with it, it won't work. My eldest daughter, Aza, is naturally talented in photography and two years ago, I asked her to develop a business idea around this. She finished high school at the end of last year and in a few weeks she will be opening her own photography studio called Embrace Yourself. Of course, as an entrepreneur myself, I have emphasized the importance of maintaining solid business practices, particularly when she chose her subjects at school. Homeschooling and choosing the Cambridge curriculum has offered us flexibility. I encouraged her to do English and Afrikaans to develop good business writing and business communication skills. I also encouraged her to do Maths, Business Studies and Accounting so that she will have the basics in business. My youngest daughter is excellent at drawing. I have encouraged her to start a portfolio, so that when she decides to study art and design after completing school, her portfolio will be ready."

Zimkhitha's work on empowering women is far reaching. She is the CEO of PLUS. The LGBTI+ Business Network, a business chamber that focuses on entrepreneurship development in the LGBTQI+ community. Her involvement in this organisation has exposed her to the discrimination faced by members of this community, particularly during the Covid-19 pandemic, when a surge in the killing of lesbians in South Africa was noted.

In the workplace and in business, experiences of discrimination and exclusion are multifaceted and varied. These differing experiences are commonplace for those within the LGBTQI+ community. Some individuals might have privileges based on social markers including race, gender, sexuality, class, and ability. The work of PLUS, focusing on LGBTI+ economic inclusion, particularly Black lesbian women, and transgender women, who bear the brunt of unequal access to economic opportunities (as research shows), is crucial. PLUS facilitates impact projects.

PLUS is affiliated to more than 20 International LGBTI Chamber of Commerce through their affiliation with the National LGBT Chamber of Commerce (NGLCC) the largest advocacy organization dedicated to expanding economic opportunities and advancements for LGBTQ people, and the exclusive certifying body for LGBTQ-owned businesses in the United States.



A portrait of Zimkhitha Gova, a Black woman with short hair, smiling warmly. She is wearing a teal, textured, long-sleeved top with ruffled shoulders. The background is a dark green with faint, light green leaf patterns. A large, semi-transparent white 'A' is visible in the upper left corner.

During 2022, PLUS sponsored the attendance of 5 LGBTQI+ entrepreneurs to attend the Smart Procurement World Programme, a two-day conference at Gallagher Estate where they met more than 80 suppliers of goods and services and were given the opportunity to network.

During 2023, PLUS will equip more than 50 LGBTQI+ entrepreneurs, of which more than 60% is targeted at women, through their programmes in collaboration with their corporate partners. It is only through such deliberate efforts that true transformation can be achieved.

In addition to her work at PLUS, Zimkhitha also runs a consultancy, DEI&B, which is currently launching the new ISO 30415 Standard on diversity, equity and inclusion in South Africa. This will allow for standardization in the training of diversity officers in the South African context. Her philanthropic work is carried out by her foundation, PinkPalz, which focuses on the leadership development and mentorship for girls.

Lastly, her passion for diversity, equity and inclusion has culminated in the launch Affinity magazine.

# Zimkhitha Gova

FOUNDER OF AFFINITI MAGAZINE AND DEI&B

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Unlocking  
Procurement and  
Funding  
Opportunities  
for  
*Women*  
in  
Mining



**W**<sup>biz</sup>**I****M**



# A LOOK AT OUR MINING SECTOR

## WIMBIZ

*WiMBIZ South Africa is a non-profit organisation established to create a platform for businesswomen, women entrepreneurs and professionals to speak with one voice and access opportunities in the mining sector in a coordinated manner.*

BY  
**KERUSHA PILLAY  
SEWELA MAKGOLANE**



In 2023, WiMBIZ will launch an app that will ensure that access is easy and dissemination of information is timely.

FOR MORE INFORMATION, VISIT:

[WWW.WIMBIZ.ORG.ZA](http://WWW.WIMBIZ.ORG.ZA)

### **THE NECESSITY FOR WIM ORGANISATIONS**

The recent facts and figures published by the Minerals Council of South Africa reveal that in 2022, the mining industry directly contributed R 494 billion to the South African economy, paid more than R 140 billion in taxes and exported R 878 billion worth of minerals. Despite directly contributing 7.53% to the South African GDP for 2022, the mining industry has a wide gap to close when it comes to gender equality.

In many jurisdictions throughout the world, including emerging economies, WiM (Women in Mining) organisations have been established to redress gender equality in this sector. According to a study commissioned by the World Bank, WiM organisations that focus on assisting women employed in the corporate sector, enable these women to progress by connecting women with mentors; sharing information about job vacancies;

providing training on a number of topics to build capacity and engaging with local communities.

### **THE FORMATION OF WIMBIZ SOUTH AFRICA AND ITS PURPOSE**

However, the pervading inequality is perhaps more marked when it comes to women entrepreneurs, businesswomen and professional women accessing the lucrative mining value chain. Women economic empowerment is at the heart of achieving true equity and eradicating the power imbalance in our society. It was with this objective in mind that during the latter part of 2021, Women in Mining Business (WiMBIZ) was founded to assist women access procurement opportunities in the mining value chain in South Africa in a coordinated manner.

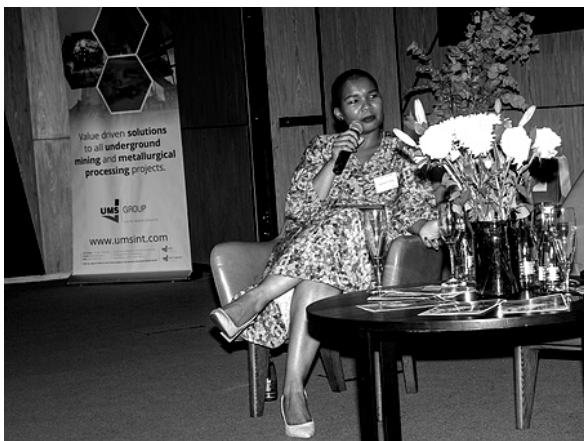
The public and private sector have both been exceptionally receptive to WiMBIZ and its

proposed initiatives. The most important initiative is the development of a procurement database and app, on which all WiMBIZ members will be registered. The corporate partners, which include mining companies and first tier mining businesses, will send through requests for proposals or quotations for the provision of goods and services, which will then be passed on to members. While accessing these opportunities cannot be guaranteed, this will enhance member's chances of doing so.

There are many more initiatives that are planned for the year ahead. Upon reflection, WiMBIZ has achieved much in a short space of time that it has been in existence. We detail some of the notable milestones that WiMBIZ has achieved thus far.

## **WIMBIZ'S QUARTERLY EVENT HELD ON 24 NOVEMBER 2022**

On the 24th of November 2022, WiMBIZ hosted its first quarterly event at Waterfall, under the theme "Unlocking Procurement and Funding Opportunities for Women in Mining." The event brought industry experts and mining companies to the stage to share procurement and funding opportunities available to women. Fundamentally, the speakers imparted knowledge on precisely how to access these opportunities as well as the challenges that are encountered on both ends of the spectrum. The stakeholders addressed core topics including how to register on their procurement databases, the compliance requirements for projects and how to access funding for these projects. The event was a resounding success and was well attended by women from as far as Botswana.



**ZIZIPHO NYANGA (MANAGING EXECUTIVE)**  
SME, PLATFORM BANKING



## **WIMBIZ AT THE MINING INDABA 2023**

The Invest in Africa Mining Indaba is the premier event in the mining industry, attracting more than 9000 delegates from across the globe. Each February, leading industry visionaries, key stakeholders from the public and private sector, investors and innovators converge on the beautiful city of Cape Town for high-impact networking where they engage in conversations that result in deal after deal. True to its word, it is an experience like no other where the world connects with mining in Africa.

This year was unparalleled. WiMBIZ as well – represented at the Mining Indaba 2023 by Tebogo Mosito (Member of the Board of Directors), Kerusha Pillay (Advisory Board Member), Sewela Makgolane (Lead Executive: Marketing and Communication) and Masanda Peter (Deputy Lead Executive: Marketing and Communication). At the event and at the private events around the Indaba, strong partnerships were formed between WiMBIZ and key stakeholders. It is anticipated that during 2023, WiMBIZ shall make even greater strides in achieving gender equity in the industry.



**DEPUTY MINISTER OF MINERAL RESOURCES AND ENERGY**





(Left)

**H.E AMBASSADOR ALBERT MUCHANGA**

Commissioner for Economic Development,  
Trade, Tourism, Industry, and Minerals  
**AFRICAN UNION COMMISSION (AUC)**

(Centre)

**MELULEKI NZIMANDE**

Partner **WEBBER WENTZEL**

Former Chief Commissioner  
**INTERNATIONAL TRADE ADMINISTRATION  
COMMISSION OF SOUTH AFRICA**

(Far Right)

**THOMAS SCURFIELD**

Africa Senior Economic Analyst

**NATIONAL RESOURCE GOVERNANCE  
INSTITUTE**

**WIMBIZ COLLABORATED WITH ITS SISTER  
WIM ORGANISATIONS, AWIMA AND WIMSA,  
ON THE STAKEHOLDER ENGAGEMENT  
WORKSHOP ON ESG IN THE MINING  
SECTOR**

The Association of Women in Mining Africa (AWIMA) hosted a stakeholder engagement workshop at the Radisson Blu, Waterfront, Cape Town. The topic of the workshop was The Environmental, Social and Governance (ESG) Framework of the South African Mining Industry for the AfricaMaVal Project. The AfricaMaVal Project, is aimed at identifying and accessing the raw materials available on the African continent that will enable the European Union to fulfil its ambition to deliver the Green Deal and perform the energy and digital twin transition.

Wimbiz and Wimsa arranged for key industry experts to speak at the AWIMA event. The event was a tripartite collaboration of Wim organisations from the African continent, a true display of sisterhood and proof of the change that Wim organisations can facilitate collectively by unlocking opportunities for women on the African continent.



**CONTACT WIMBIZ**

**FOR MORE INFORMATION OR TO JOIN  
WIMBIZ, PLEASE ACCESS THE WEBSITE:  
WWW.WIMBIZ.ORG.ZA**





**TRANSNET**



**Winning the Hearts & Minds**  
of **Employees**

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through Workplace DEI

# TRANSNET'S BUSINESS CASE FOR DIVERSITY, EQUITY AND INCLUSION

By Kerusha Pillay

The business case for diversity in the workplace is by now, well established. Employees with diverse backgrounds, each bring a multitude of perspectives, ideas and experiences which contribute strongly to creating organisations that are resilient and effective. A more diverse workplace directly increases profitability. It enhances corporate governance and improves existing business practices while at the same time keeping up with trends in technological advancements.

While the top management of Transnet is striving to increase its profitability by eradicating internal procurement irregularities and improving service delivery, Transnet's EDIT Office (Equity, Diversity, Inclusion and Transformation), headed by Advocate Melissa Ntshikila, has adopted a different route. The EDIT Office has conceptualized, developed and implemented a comprehensive DE&I (diversity, equity and inclusion) strategy, doubtlessly a step in the right direction towards turning around and revitalizing Transnet's business operations. It concentrates on employees, the lifeblood of any organisation and the single most determinative factor in an organization's success or failure. This article examines certain aspects of the strategy.

The pillars of Transnet's strategy are diversity, equity and fairness, universal access, and the creation of a workplace that is free from discrimination, bullying, harassment, victimization and violence. Its core aim is to embed diversity in everything that Transnet does. It intends fulfilling this aim by: (i) recruiting competent and motivated people who respect Transnet's values; (ii) creating a healthy work environment in which its employees can thrive; (iii) providing opportunities for employees' development and advancement; and (iv) by recognizing innovation and rewarding excellent performance.

A core feature of the strategy is its strong focus on fostering a disability confident organisation, one which is not just inclusive of physical disabilities, but which appreciates the different layers of disability. The Building Bridges programme recognizes these layers. The programme identifies them as including intellectual disabilities, vision and hearing impairments, acquired brain injuries, autism, progressive health conditions and invisible disabilities including multiple sclerosis.

Whilst accessibility is a common barrier faced by many sectors, the barrier it imposes on persons with disability is heightened. This component of the strategy aims to enhance the ability of persons with disabilities to access information, buildings, health care, training and skills development opportunities, assistive devices and transport.

To change the narrative on disability, it is important to start conversations and raise public awareness. The strategy provides the following road map to give effect to this: (i) increase disability awareness communications; (ii) publishing monthly articles on an array of platforms; (iii) delivering messages from the leadership on a quarterly basis; (iv) Celebrating Disability Day in December of each year and (v) dedicating October to December of each year to persons with disabilities.

Studies have proven that a more diverse workforce results in more innovation within the business and it is more likely to expand its product or service offerings. Transnet's DE&I strategy itself is at the forefront of innovation. With time, this will create a more innovative organisation.

The strategy takes an innovative and deliberately conscious approach to female empowerment and inclusion, by focusing on women on every step of their career journey. Starting at the beginning, Transnet provides bursaries to female students. At the next stage, there is targeted recruitment of women. Thereafter, for succession planning, a skills audit will identify a pipeline of women who are ready for promotion and fast tracking. It will also identify those women who need further development before they are ready for the next stage.

The talent pipeline will then develop and empower all of the women identified, so that they can reach their full potential in their chosen careers by mentorship, coaching, skills transfer, secondment appointments for exposure and targeted development.

To create a truly inclusive environment, Transnet is cogniscent that one of the most significant barriers faced by women in climbing the corporate ladder is the challenge of striking a balance between home and career responsibilities. Transnet acknowledges that it should not be a choice between being a wife and mother or having a career.

It proposes using existing buildings owned by Transnet to establish creches and breast-feeding rooms so that women are more supported in striking a balance between their work and family responsibilities. The caregivers that will be employed in these creches are women from local communities. This is commended as an excellent initiative. The solution is one that is easy to implement and which uses already available resources to solve the problem. It also fulfills the corporate social responsibility of empowering women in local communities.

Transnet's innovative approach is further evident from dedicating space within the many buildings that it owns to create quiet rooms for prayer, meditation and mental relaxation. This is a bid to address mental health issues, such as stress, depression and anxiety.

Bullying and victimization at work often contributes to these problems and the Trusthaven programme, in collaboration with the health and wellness department, has been devised to address that.

The strategy also takes an innovative approach to addressing gender-based violence by its program titled "Celebrating the Responsible Modern Man". It recognizes that men experience various challenges and because they are not addressed, their frustration and inability to deal with these challenges often leads to domestic violence. Some of these challenges include the pressure of being the breadwinner, the effects of post-traumatic stress disorder, experiencing mid-life crises, lack of anger management skills, stress and anxiety as well as substance abuse. By addressing these problems and providing support to male employees, it is anticipated that this will reduce gender-based violence and broadly contribute to improving the social fabric of South African society.

In conclusion, it is noted that the strategy seeks to eradicate unconscious bias, upskill employees, change values and beliefs and ultimately improve the profitability and governance of Transnet. The strategy is well structured and properly informed by the challenges faced at all levels. However, it is ambitious. As with all policies, its success depends on how well it is implemented. It will be interesting to evaluate the progress that has been made in a year or two from now.



## Reimagining Corporate Supply Chains is Ushering in a New Wave of Diversification

The increased costs and risk of doing business and the rise of ESG has highlighted the importance of localisation and diversification of corporate supply chains.

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To date, this industry agnostic approach has saved our corporates over R1 billion in actual costs, has localised over R5 billion of procurement spend to black-owned and black-woman owned businesses, impacted over 2,000 SMMEs and has activated 36 environmental and social initiatives in local communities across South Africa.

If you are looking to create Value Beyond Compliance, visit our website to set-up a discovery call.

[www.procuresense.co.za](http://www.procuresense.co.za)

A person in a wheelchair is shown from a low angle, moving through a modern office lobby. The wheelchair is black with a red reflector on the front. The background is a bright, open-plan office space with large windows and a patterned ceiling. The text is overlaid on the bottom left of the image.

**BREAKING**  
**DOWN** with **eSTUDY**  
**BARRIERS**

How eSTUDY's Inclusive Culture leads to  
Career Success for people with Disabilities

# eSTUDY

Breaking Down Barriers: How Sidney's Determination and eSTUDY's Inclusive Culture Led to His Career Success Despite Living with Cerebral Palsy.

Diversity, inclusion, and equity are essential components of a thriving society. Unfortunately, in South Africa, one group of people who often experience exclusion and discrimination are those living with disabilities. Society must acknowledge the distinct challenges that people with disabilities face and take steps to establish a more inclusive and equitable environment.

However, in South Africa, people living with disabilities are often excluded from the workforce, despite having the necessary skills and qualifications. This exclusion is due to discriminatory attitudes and a lack of accessibility in the workplace.

It is a shame that skilled people with disabilities cannot secure jobs in South Africa. According to the International Labour Organization, only 1 in 4 people with disabilities is employed globally, which is a significant disparity compared to the 4 in 5 people without disabilities who have jobs. Dare we start discussing how these figures will look in our beautiful South Africa? Inequality is unacceptable and has far-reaching consequences for individuals with disabilities and society.

People with disabilities often face multiple barriers when seeking employment. These barriers range from physical obstacles like inaccessible buildings and transportation to societal barriers such as negative attitudes and stereotypes. Employers may also be hesitant to hire people with disabilities due to a lack of understanding of their needs and accommodations or simply due to discriminatory attitudes. Moreover, even when people with disabilities get employed, they often face discrimination, lower wages, and fewer career advancement opportunities than their non-disabled colleagues. This makes it harder for them to achieve economic independence and contribute to society as active and valued citizens.

To address this issue, employers must create inclusive work environments that value diversity and recognize the unique strengths of people with disabilities. They must provide reasonable accommodations such as assistive technologies, flexible working hours, and accessible workplaces to ensure that people with disabilities can thrive in their jobs. They must onboard programmes and initiatives that will make all humans feel welcome!

In addition, employers should educate themselves and their employees about disability rights and inclusion. It is, after all, required by the Employment Equity Act, relaunched in March 2022. This includes understanding the accommodations people with disabilities may need and the benefits they can bring to the workplace. Employers should also partner with disability organizations, such as eSTUDY, to build a diverse and inclusive workforce that reflects the society in which they operate.

In conclusion, skilled people with disabilities often cannot secure employment in South Africa, despite their qualifications and experience. This exclusion is due to discriminatory attitudes and a lack of accessibility in the workplace. Employers must create inclusive work environments that value diversity and recognize the unique strengths of people with disabilities. The government must also enact legislation that protects the rights of people with disabilities and promotes their inclusion in the workforce. Only then can we ensure that everyone, regardless of ability, has an equal opportunity to contribute to society and achieve their full potential.



# True Story:

Sidney was born with Cerebral Palsy, a neurological condition that affects movement and coordination. Despite this challenge, Sidney never let his disability keep him from pursuing his dreams. He was determined to succeed, and his unwavering spirit led him to achieve great things.

After completing his matric, Sidney enrolled in a Financial Admin Learnership at a local college. He was determined to gain the skills and qualifications needed to succeed in the financial industry. Despite facing physical challenges and a lack of accessibility in the college, Sidney persevered and completed his NQF 5 qualification with flying colours.

With his qualification, Sidney applied for an internship at eSTUDY, a leading online learning company focusing on learning regulation, technology and content. The company was impressed by Sidney's determination and work ethic, and they offered him the position. Sidney quickly became an integral part of the eSTUDY team, absorbing every aspect of the business and excelling.

As Sidney's talent and potential became evident, the company recognized his value and promoted him three times. Sidney's exceptional attention to detail and unwavering commitment to work led him to become the payroll administrator for all students enrolled with eSTUDY. Sidney now earns 250% more than when he started as an intern.

But Sidney's ambition didn't stop there. He continued his studies, and now in his final year, he is on track to achieve his BCom Finance Degree. Sidney's story is one of perseverance and determination, and it inspires all who face challenges in their lives. He has proven that anything is possible with hard work, dedication, and the right opportunities.

Contact eSTUDY today to learn how we can help you create stories like Sidney's.  
[trainme@studysa.co.za](mailto:trainme@studysa.co.za)



**Gerhard Jr Visser**

(CEO)

**BREAKING**  
**DOWN** with **eSTUDY**  
**BARRIERS**

# In Conversation With

## MAKHOSAZANA SIBISI



*Makhosazana Sibisi*

Co-Founder & Chairperson (WiMBIZ)



By Kerusha Pillay)

The hallmark of Makhosazana Sibisi is her commitment to the achievement of women economic empowerment. Adding to her list of achievements as a successful businesswoman, social entrepreneur, public speaker, mentor and coach, she is also the co-founder and chairperson of WiMBIZ, a non-profit company dedicated to assist women access procurement opportunities in the mining value chain. Earlier this year, she was appointed as the G100 South Africa Country Chair: Sustainable Mining (ESG).

Her illustrious career in the mining sector started at Harmony Gold where she held the position of Group Corporate Affairs. This prompted her to establish a 100% women-owned company, Khusela Women Investments, a coal mining company that established operating mines in the Mpumalanga coalfields. In 2018, Women in Mining UK selected her as one of the Top 100 Global Inspirational Women.

Presently, she runs MN Advisory and Consulting Services, specializing in ESG reporting and socio-economic development of the mine host communities.

### **AFFINITY: WHY IS THE ECONOMIC EMPOWERMENT OF WOMEN IMPORTANT ON THE AFRICAN CONTINENT?**

I believe that women understand the power of collaboration and partnerships, therefore, to empower a woman is to empower a community and a nation. It is also important for women to be economically empowered so that we can participate in discussions that impact our daily lives and influence the change we want to see, including changes in policy.

### **AFFINITY: HOW HAS YOUR EXPERIENCE IN THE CORPORATE SECTOR AND YOUR SUCCESS IN BUSINESS ENABLED YOU TO EMPOWER OTHER WOMEN?**

I had experienced the power of mentorship and coaching and its benefit to me. As a result, whenever I managed people, my focus was to deliberately develop and empower other women.

### **AFFINITY: HOW HAS YOUR EXPERIENCE SHAPED YOU INTO A SUCCESSFUL, RESPECTED AND ADMIRABLE FEMALE LEADER?**

- I realise the importance of striking a balance between being a consultative leader and directing people when it was necessary. Also, it's important to make difficult and unpopular decisions at times. That is the trait of a good leader.
- I am a visionary leader and not narrow-minded. When I believe in something, I give it my all up to its conclusion.
- Any decision that I made were decisions that I was able to defend. I am always open to other perspectives, to listening and not just dictating what needs to be done.
- Once I create a vision, I ensure that my colleagues understand the vision to get buy-in so that we can grow that vision together.



**AFFINITY: WHAT LESSONS DID YOU LEARN DURING YOUR TENURE AS A DIRECTOR AND NON-EXECUTIVE DIRECTOR OF VARIOUS JSE LISTED COMPANIES THAT YOU CAN SHARE WITH OTHER WOMEN**

Firstly, when you are invited to sit on a Board as a non-executive director, you must first understand the company and its triple bottom line. You must understand the values of the company, its mission and how it treats employees. You should see whether you are aligned with the company. Sometimes we accept these appointments without actually looking at the company's track record and its reputation. You need to also ask yourself, by joining this company as a non-executive board member, what is the impact that I want to see for myself? Also ensure that you develop yourself to be ready for the responsibility of being a non-executive director.

Secondly, when you first sit on the Board as a non-executive director, you need to understand the 'pecking order' and identify someone that could be your mentor. Do not be afraid to use the term "I don't know" or "I don't understand, please clarify". Don't pretend that you know everything and make sure that you prepare yourself thoroughly for any Board Meeting or Special Meeting.

Thirdly, make sure you participate in the various social activities. Because this space is male dominated, a lot of business is done on the golf course, after hour drinks and while travelling. You will be invited to these events, do accept the invitation.

Fourthly, empower other women and afford them the same opportunity you had. I was fortunate to have mentors that were available any time and gave me valuable advice and knowledge that I later used. When a position becomes available at the Board you sit on, make sure that you recommend other women to join the company's Board.

**AFFINITY: WHAT ARE SOME OF THE CHALLENGES YOU FACED AND HOW DID YOU OVERCOME THEM?**

We live in a patriarchal society. Some men fail to distinguish between their wives at home and their peers. I recall joining a big corporate, where until that point there were only caucasian males on the Executive Committee. I was one of four newly appointed females and it was clear that although we were welcomed, it was superficial. That became obvious when it came to us presenting our point of view at the Executive Committee. They were disengaged and would subtly dismiss our views. As females, we rallied together and collectively decided that we must challenge this behavior by confronting them at the meetings. We realized that this attitude was simply because the male executives had a disregard for the social and environmental issues, and simply focused on the business side.

Our approach in addressing this issue was important. We expressed our dissatisfaction and presented our view on why we were dissatisfied, what change we wanted to see and how it would positively impact the business. It was a heated debate, but one which was successful and we earned their respect. From that point onwards, things changed. They started to see us as their peers and not as their wives.

**AFFINITY: WHAT IS YOUR PROUDEST ACHIEVEMENT IN CONTRIBUTING TO DIVERSITY, EQUITY AND INCLUSION?**

I have achieved many milestones as a woman in the corporate space and in business. My proudest achievement is that I have assisted other women to succeed.

I have come across many males and females who proudly say that their personal assistant has been with them for a decade. I shudder when I hear that as I have seen value in many of the women that I have worked with and the importance of giving them exposure to opportunities to progress. My very first personal assistant is now the general manager at a corporate firm. My personal assistant when I started as an executive at Telkom was a manager by the time I left.

Many women have developed the queen bee syndrome and it is something that I can proudly say, I have steered clear from. As a woman, when you climb the ladder, don't kick the ladder when you get to where you want to be

**AFFINITY: WHAT IS YOUR PERSONAL VISION FOR WIMBIZ?**

I am a co-founder of WiMBIZ, a non-profit company aimed at enabling women owned businesses and professionals to access opportunities in the mining value chain. As a women entrepreneur in mining, it became difficult to participate fairly in accessing procurement opportunities. WiMBIZ is intended to speak with one voice and approach mining companies collectively.

The long terms impact that I would like to see is that the WiMBIZ women are not treated as set asides as black women. There should be women owned companies that are supplying services to the mining industry without being paired with other big companies as enterprise development partners. They should be independent and capable of standing in their own right.

I am also passionate about the development of women in the mine host communities. The host communities should establish businesses that would thrive beyond the life of the mine because mining companies will close at some point and we have to avoid ghost towns. They should use the mining industry as a catalyst to create other businesses and other industries to develop the future local economies.

**AFFINITY: WHAT IS THE LEGACY YOU WISH TO LEAVE IN THE CONTEXT OF SUSTAINABLE TRANSFORMATION AND THE ACHIEVEMENT OF EQUITY?**

- My legacy is to build other women leaders and businesswomen, particularly in the mining sector. I am proud to say that that I have contributed to the development of many formidable female leaders and businesswomen and my vision to is develop many more. Almost two decades ago, I started a coal mining business, that operated various mines, which are named after my daughters. Today, even though I am no longer involved in its daily operations and simply sit on the Board, it employs approximately 1000 people, many of whom are women in management positions.

- Via WiMBIZ, I strive to collectively equip women with skills, knowledge, and the financial acumen to develop sustainable businesses and create generational wealth. I would like to see businesswomen, entrepreneurs and professional women participating in the business environment where they are recognised for their ability, business skills and competence in business rather than their gender and ethnicity.

- I recognize that the opportunities in the mining industry can change people lives, particularly in the mine host communities. Long after mines have closed, women who run small crop farming businesses that once supplied these mines, can later export their produce to other provinces and continue to sustain their businesses.

**AFFINITY: WHAT IS YOUR PERSONAL MESSAGE TO WOMEN IN BUSINESS?**

You have to define your vision for yourself, just as you would do a business plan for your business. Stick to it. When opportunities arise, often unexpectedly, don't hesitate.... seize those opportunities. Continue to develop yourself and be open to learning. Most importantly, work hard, there are no short cuts, you have to put in the time and the hard work. In the space of women in business, there is a lot that is against us, in terms of gender diversity, equity and inclusion. We have to speak and challenge the status quo.

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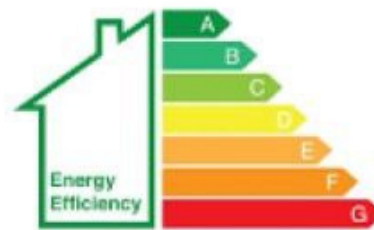
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# ISO 30415:2021



# Human Resource Management



Implementation of ISO 30415 supports the UN Sustainable Development Goals Including:



**Achieve gender equality and empower all women and girls**



**Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**



**Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**



**Reduce inequality within and among countries**



**ISO/DIS 30415**

## **Human Resource Management**

Diversity, equity, and inclusion (DEI) initiatives have become a crucial focus for executives across the globe since the business case, fairness case, and the positive effect thereof have been firmly established.

The challenge facing many executives now is where and how to start; if they have already started on the journey, how to make progress, and how to effectively measure their initiatives. The ISO 30415:2021 standard is the perfect tool designed to help companies and organizations implement and achieve diversity, equity, and inclusion excellence. It is the first international standard designed to measure D&I.

### **What is ISO 30415:2021?**

ISO 30415:2021 is an international standard guided by the principles of human rights at work, aimed at promoting commitment to diversity and inclusion, as well as addressing any inequalities in processes and practices within the organization. It provides companies with a robust framework that helps them effectively implement and measure their DEI&B efforts. Not only does the standard help companies (and organizations) identify gaps within their DEI&B strategies, but it also helps them gain a competitive advantage.

### **The history of the Standard**

Several organizations and thousands of individuals were involved in the origination of ISO-30415 as a description of the 'best practice' to deliver Diversity & Inclusion

#### **2010**

The first work was commissioned by the Society for Human Resources Management (SHRM) and Cari Dominguez, the former head of the Equal Employment Opportunity Commission (EEOC) was tapped to lead the working group.

The group established three (3) working teams focused on Diversity Programs, Competencies for Top Diversity Professionals, and Diversity Metrics.

#### **2014**

The group completed draft recommendations for SHRM. However, SHRM decided to suspend its work on human resources (HR) standards in late 2014. The three work groups were advised to stop. At that time Effenus Henderson and Lorelei Carobolante decided to pursue a diversity & inclusion (D&I) standard through the International Organization for Standards (ISO) in Geneva, Switzerland.

#### **2015**

At the ISO Effenus Henderson and Lorelei Carobolante submitted a new work proposal to establish a global D&I standard.

#### **2016**

The proposal was approved in May of 2016 an Working Group 8 (WG8) was established in October of 2016. WG8 was and remains a subcommittee of ISO Technical Committee (TC) ISO/TC 260 Human Resource Management (HRM), Henderson was elected by the TC to serve as Convener and Carobolante was elected to serve as Co-Convener/project leader. The first WG8 meeting was held in December of 2016.

The international working group consisted of experts, consultants, and practitioners from around the world. The group sought input as several drafts of the proposed standard was

**INCLUSION SCORE**

shared for commenting across all of the member nations of the ISO. Over 700 comments recommending changes to the standard were reviewed and addressed by the working group.

#### **2020**

In 2020, the working group completed its development of the proposal after a series of refinements based on standardized ISO reviews.

#### **2021**

The standard was submitted for a final vote in early 2021 and was approved in April of 2021 and subsequently published in May of 2021. The standard, officially names ISO Standard 30415:2021, was the first global guidance standard for diversity and inclusion adopted by the ISO.

The ISO-30415 Standard has also been adopted as a contribution method to the United Nations Sustainable Development Goals, 10 for Reduced Inequalities, 8 for Decent Work and Economic Growth , and 5 for Gender Equality.



**Get in touch with us**

**For more information, contact the DEI&B team at [info@deib.co.za](mailto:info@deib.co.za).**

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**A LACK-OF-INCLUSION IS QUANTIFIABLE RISK... MANAGE IT!**

If we asked 10 professionals what Diversity Equity Inclusion & Belonging (D&I) means, they'd give 10 different answers. Set yourself apart by earning a Certification based on the ISO-30415 Standard for D&I from Inclusion Corporation. Make D&I about more than an uncomfortable conversation and create the business processes that contextualize the conversations we need to have.

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Learn how to use the D&I Service Management (DISM) Lifecycle from the school that invented the original Employment Law text book.

**34 Risk Domains**  
Week 1

**Maturity Models**  
Week 2

**27 Diversity Types**  
Week 3

**Exam**  
Week 4

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Accountants  
Auditors

Brokers  
H.R. Pros  
Procurement Pros

Product Managers  
Executives  
Attorneys





## **STRUCTURE & TAKE AWAYS**

This asynchronous online course introduces the ISO-30415 standard via the D&I Service Management (DISM) Lifecycle framework. This course hosts weekly live Q&A sessions with Lecturers to demonstrate the Inclusion Maturity Model Integration (IMMI) and use-cases across organizational Governance, Product Delivery, Human Resources, and Supply-Chain management.

## **FACULTY**



James Felton Keith  
CEO, Inclusion Corporation  
Author, Inclusionism



Zimkhitha Gova  
First Certified ISO-30415 Pro  
in S. Africa. Manager, PLUS



Effenus Henderson  
Convener, ISO-30415  
Dir, Inst for Sustainable D&I

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