

## **LIST OF ABBREVIATIONS AND ACRONYMS**

BoD	Board of Directors
CA	Chartered accountant
CEO	Chief executive officer
CFO	Chief financial officer
DMR	Department of Mineral Resources
ECSA	Engineering Council of South Africa
ED	Executive director
GDP	Gross domestic product
HDSA	Historically disadvantaged South African
INED	Independent non-executive director
JSE	Johannesburg Stock Exchange
MPRDA	Minerals and Petroleum Resources Development Act
NED	Non-executive director
SAICA	South African Institute of Accountants
TM	Talent management
WiM	Women in Mining
WoB	Women on boards

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# CHAPTER 1

## CONTEXTUALISING THE RESEARCH

### 1.1 INTRODUCTION AND BACKGROUND

Boards play a fundamental role in strategic management and are seen as a pivotal part of the governance structure of organisations (Baysinger & Butler, 1985; Campbell & Mínguez-Vera, 2008; Louw & Venter, 2013; Malherbe & Segal, 2001). Issues of critical importance to the board of directors (BoD) are overall performance and the long-term survival of organisations. The Companies Act 71 of 2008 views organisations as significant role players within the social and economic activities of states, and therefore BoDs are compelled to encourage transparency and high standards of corporate governance (IoDSA, 2016; RSA, 2008). While the King IV Report on Corporate Governance prescribes specific responsibilities of different directors, such as executive, non-executive or independent directors, the Companies Act 71 of 2008 governs the roles and responsibilities of directors to perform their duties to a certain standard in relation to their skills, experience and intelligence effectively to the best benefit of the organisation. This includes applying their talent in upholding organisational success in the interests of shareholders and stakeholders such as communities, employees, customers and suppliers (RSA, 2008). It is therefore critical for boards to ensure organisational performance, growth, sustainability, growing capabilities, efficient use of resources and ultimately maintaining a competitive advantage (CIPD, 2012; 2014; Main, O'Reilly & Wade, 1995; Pfeffer & Salancik, 1978; Westphal & Zajac, 1995). Therefore, the talent of the board is crucial to ensure good governance and decision-making. However, these critical strategic positions are significantly male-dominated worldwide (Carrasco, Francoeur, Labelle, Laffarge & Ruiz-Barbadillo, 2015).

Male domination of boardrooms leaves the impression that talent is fixed, that women are not as talented as men are – hence women's minimal numbers on boards. Given that the key for the future of any country or organisation lies in its ability to develop, attract and retain the best talent (Schwab, 2012), the untapped talent of women leave societies impoverished, and this needs to be investigated. This is because women

make up one half of the world's human capital (Schwab, 2012); therefore, investing in the talent of women is fundamental to allow them to become fully self-actualised beings (Nienaber & Moraka, 2016). More importantly, the talent of women should be maximised as a strategic necessity for business by participating in leadership positions in the global economy and society as a whole (Dlamini, 2016a).

Women are currently being underutilised at decision-making levels, in particular at board level (Terjesen, Aguilera & Lorenz, 2015). Many studies have reported with concern on the worldwide low representation of women on corporate BoDs (Adams, De Haan, Terjesen & Van Ees, 2015; Arfken, Bellar & Helms, 2004; Bianco, Ciavarella & Signoretti, 2015; Catalyst, 2015; Dhir, 2015; Gregoric, Oxelheim, Randøy & Thomsen, 2017; Ragins, Townsend & Mattis, 1998; Seierstad, Warner-Soderholm, Tochia & Huse, 2017; Sila, Gonzalez & Hagendorff, 2016; Strauss, 2002; Sun, Zhu & Ye, 2015; Sussmuth-Dyckerhoff, Wang & Chen, 2012). Following this concern, women on boards (WoB) research is now a focus of many countries worldwide (Spender, 2015; Szydło, 2015; Terjesen & Singh, 2008), which has attracted considerable practitioner, policy and scholarly research (Gregoric et al., 2017; Terjesen et al., 2015). Most research demonstrate that the recruitment and retention of the talent of women at board level remains a global challenge (Catalyst, 1995; 2013; 2017; Cook, 2013). Terjesen et al. (2015) examined female representation across 67 countries and found that women encompass only 10.3% of board directorships, with some of the lowest proportions in Morocco (0%), Japan (0.9%), and Chile (2.4%), and some of the highest proportions in Norway (42%)<sup>2</sup>, Sweden (28%), Finland (27.2%) and France (22%). Only 15% of FTSE 150 directors are women and there are a mere four women chief executive officers (CEOs) in the FTSE 100 (Kogut, Colomer & Belinky, 2014). Catalyst (2017) published a global overview of WoB representation, which showed the following trends: Credit Suisse reported that in more than 3 000 global companies women held 14.7% of board seats in 2015. MSCI's study reported that out of 4 218 companies investigated, women held 15% of seats, which was up from 12.4% in 2014. Of those companies, 73.5% had at least one woman, while only 20.1% had at least three women. Deloitte's investigation of nearly 6 000 companies in 49 countries showed that

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<sup>2</sup> *Scandinavian countries tend to have a higher representation of women because of instituted quota systems*



women held 12% of board seats and only 4% of board chair positions. All these studies indicate a similar trend and stagnant slow growth.

In South Africa, it is estimated that women occupy nearly 20% of boards (Deloitte, 2015). By the end of 2015, for example, men occupied at least 79.5% of board positions, while women accounted for 20.5% (CEE, 2017). These statistics are surprising, as there is increasing evidence that WoB representation is often associated with higher returns on equity, operating profits and share prices, greater governance controls and accountability, and better recruitment and retention of women throughout the organisation (Bilimoria, 2006; Terjesen, Sealy & Singh, 2009). Therefore, it could be expected that the talent and contribution women bring to boards should facilitate their representation. However, research continually reports that the recruitment, attraction and retention of the talent of women at board level remain a global challenge (Berger & Berger, 2004; Catalyst, 1995; 2013; Cook, 2013; Dewi & Rachmawati, 2014; Glass & Cook 2016), particularly in male-dominated sectors such as mining (Dlamini, 2016b; Motshegwa, 2013; PWC, 2014). This has led researchers to suggest that the dominance of men on boards creates an inhospitable environment that is unreceptive to the membership of women and that some women are appointed to boards as token appointments (Brandt, 2013; Scherer, 1997).

The decision on the research context on which this thesis is based, namely the South African mining industry, was informed by the historical exclusion of women in this industry and the increased attention to the presence of women in leadership positions. A study jointly conducted by Women in Mining (WiM) in the UK and PWC in 2014 showed that globally, the mining industry has the lowest number of WoB when compared to any other industry. As previously pointed out, irrespective of the atrocities of colonialism and apartheid, and although much still needs to be done, South Africa is performing relatively better in terms of WoB in the mining sector than countries that were not exposed to such a discriminatory dispensation, with a 21.5% representivity (Buthelezi, 2013; PWC, 2014). However, when compared to other Johannesburg Stock Exchange (JSE)-listed companies in South Africa in all sectors, the mining industry still lags behind because of the inability of this industry to identify a talent pool and develop and retain women (Buthelezi, 2013; PWC, 2014; Shabangu, 2010) due to the historical legacy, whereby women regardless of race face(d) marginalisation and significant

gender-related interpersonal and structural organisational barriers. Incorporating women into mining is on the top of the agenda of the South African government and companies operating in mining have been compelled by legislation (the Mining Charter) to develop and identify talent pools in which women should be integrated in the mining sector at all levels, including the boardroom. Therefore, it was expected that mining companies would undergo aggressive searches to find suitable women or invest in talent development. To interrogate these reports, proponents for female representation on boards have advocated for boards to be compelled to release information on retention, recruitment and development of directors (talent management [TM]) in order to create transparency of practices employed by companies (Carroll, 2014; Rhode & Packel, 2014). Furthermore, transparency of board compositions will enable companies to develop talent development plans that outline how organisations will recruit, retain and develop the talent of women at different levels (Dewi & Rachmawati, 2014; Garcea, Linley, Mazurkiewicz & Bailey, 2012). This is important, specifically for the mining industry, which by its history is gender-defined, not just in South Africa, but also globally.

## **1.2 PURPOSE OF THE STUDY**

The research on which this thesis reports is based on TM practices in South African mining industry boards to report on whether women are covered as planned in the selected mining case companies. The study examined why the talent of women receives little attention and why women remain a minority on boards even though legislation supports women through the equality perspective and the business case is clearly motivated. I used a feminist approach to study TM practices, namely recruitment, development and retention, by looking at experiences of male and female directors in six selected JSE-listed mining companies to understand why women remain marginalised and what particular obstacles they face in each TM aspect.

## **1.3 PROBLEM STUDIED**

The mining industry is considered as the most male-dominated industry in the world, including in South Africa (PWC, 2014). The mining industry has a character popularly known as the 'greybeard phenomenon', which describes the common age and gender of employee demographics (Gibson & Scoble, 2004). Women make up just 10% of the

global mining workforce and 5% of board positions in the top 500 globally listed mining companies (Cook, 2013; PWC, 2015). In cooperation with WiM (UK), PWC has investigated the top 500 listed mining entities in the context of gender diversity in the years between 2013 and 2015. Results indicate that the representation of WoB and executive positions is very low, at 7.2% representation in directorships and CEO positions. Globally, there are only seven CEOs in the world's top 500 listed mining companies (PWC, 2015).

Women are reported to be facing several challenges within mining environments, which in turn prohibit their appointment to and retention in board positions. Such challenges include gender bias, a male-dominated culture, women having to work extra hard to prove themselves, non-flexible hours for women (Cook, 2013) and a lack of mentors who support women in the industry (Motshegwa, 2013). Women in mining also face challenges related to the 'glass ceiling', leading to the inability to reach higher levels (Ramahlo, 2014). To this end, in South Africa, the Employment Equity Act (55 of 1998) and the Mining Charter aimed to improve gender imbalances across all occupations in mining companies. The King IV Report on Governance in South Africa (IoDSA, 2016) requires companies to report on how they create conditions and opportunities that enable WoB appointments as part of their disclosure. However, numeric targets do not assist in ensuring female representation, as these open doors for tokenism (Brandt, 2013). This plays a major role in the negative sustainability of female directors in board positions (Motshegwa, 2013).

From an academic point of view, I identified a research gap regarding the TM practices of female directors, which has been sparsely investigated. Firstly, an African analysis of women's (and men's) experiences in leadership positions in post-colonial societies such as South Africa is limited (Booyesen & Nkomo, 2006; Nkomo & Ngambi, 2009). Although globally WoB research is evident, it has some limitations, with most analysing the impact of WoB on company performance (Carter, Simkins & Simpson, 2003; Catalyst, 2014; Krus, Morgan & Ginsberg, 2012). In addition, previous research focused on reporting on the numerical representation of WoB, for example, company board profiles of Fortune 500 companies (Catalyst, 2013; 2014; 2017). Furthermore, most research explored how women experience being board members (Burke & Mattis, 2000), but with no exploration of how their identities affect TM practices and their roles on the board. In mining research, discussions centre on the lack of

representation of WoB in the mining industry, by asking why it matters and what can and should be done about it (PWC, 2015), but little is done about it. Very little research has focused on the ways in which women are recruited to boards (Claringbould & Knoppers, 2007) and to which particular development and training initiatives they were exposed, which ultimately affected their retention. In order to understand TM practices in mining boards, it was necessary to look at the recruitment, development and retention experiences of female (and male) directors.

## **1.4 RESEARCH QUESTIONS**

A research question seeks to refine the specific components of the problem (Mouton, 2003). In light of the problem statement studied and the contribution and importance of the study, I posed the following research questions, on which I reflect at the end of the thesis.

### **1.4.1 Main research question**

- What are the talent management practices applied to appoint women to the boards of mining companies?

### **1.4.2 Sub-research questions**

- Does talent management practices aimed at board level exist in selected companies?
- How are female directors recruited to the board of directors with reference to the selection criteria and process followed for appointment? Does the process differ for male and female directors? If so, how and why?
- How do mining companies employ initiatives for the development of female board members to effectively discharge their responsibilities? What are the development opportunities and how are the most appropriate ones selected? Do they differ according to gender?
- What methods and approaches are applied, if any, to ensure that organisations retain female and male directors?
- What are the daily experiences of female directors in the boardroom influencing their decisions to serve or leave the board?

## **1.5 RESEARCH OBJECTIVES**

A research objective is what the research seeks to have achieved by the end of the thesis (Hofstee, 2006). The research objectives of the current research are presented in primary (main) and secondary objectives.

### **1.5.1 Primary objective**

The primary research objective of the study was to explore the TM practices on the boards of mining companies in order to develop strategies to improve the representation of women on the boards of South African mining companies through recruitment, development and retention.

### **1.5.2 Secondary objectives**

The secondary objectives of the study were to:

- explore the recruitment efforts for female directors' representation on boards based on the recruitment criteria and recruitment process followed
- understand the development initiatives applied for female directors
- describe which strategies are executed for the retention of female directors and how these strategies are experienced by female directors
- make recommendations to the mining companies regarding the appointment, development and retention of female directors in boardrooms
- contribute to the body of TM knowledge.

## **1.6 RESEARCH APPROACH**

I used a feminist approach to direct my study and the research process. Women have always been regarded as the 'other' of men, meaning that women have always been thought to exist only in relation to men and to be inferior versions of men (De Beauvoir, 1949). Therefore, feminist research aims at reviewing and interrogating androcentric bias within disciplines, challenging traditional researchers to include gender as a category of analysis (Hesse-Biber, 2013:5). It does so by interrogating traditional ways of doing research to create rich different meanings by challenging knowledge that "excludes, while seeming to include, assuming that when we speak of the generic term men, we also mean women, as though what is true for dominant groups must also be

true for women and other oppressed groups” (Hesse-Biber, 2013:3). Feminist researchers challenge this notion and seek to “ask ‘new’ questions that position women’s lives and other marginalised groups at the heart of the social inquiry” (Hesse-Biber, 2012:3). This can be done by including women who can meaningfully and inclusively partake in discourses on equality, thereby having a clear sense of the identity of women (Nienaber & Moraka, 2016). Therefore, feminist researchers aim to do research on behalf of women and other oppressed groups with the objective of finding subjugated knowledge-oppressed groups’ voices and ways of thinking that have been undervalued by dominant, patriarchal forms of knowledge and promoting social change and justice (Hesse-Biber, 2013:2).

While all feminism rejects patriarchy and challenges male dominance (McFadden, 2011). I used the African feminism approach, which also resists oppression based on race, class, ethnicity and tradition (Salami, 2017). Moreover, African feminism seeks to study the position of women in Africa (in this case, South Africa) and their gender identities in relation to postcolonial history and apartheid, in which mining was instrumental. The migrant labour system during these eras in South Africa excluded women of all races from formal involvement in economic activities (Steady, 1996). Nkomo and Ngambi (2009) contend that the after-effects of these past legacies had an effect on the identities - which is how one sees oneself (Hogan & Kaiser, 2005) of women, and that their positions in society need to be studied from an African feminism approach. African feminism considers the roles men and women played historically and how they continue to come at play and affect how women and men view themselves and others. Although all women are marginalised in all societies, I believe that the position and experiences of women cannot be generalised to be the same in different contexts. Hence relying solely on Western concepts to study gender in Africa may limit the opportunity to understand differences in the form of marginalisation in differing and unique contexts (Cole, Manu & Miescher, 2007). Therefore, African feminist research in this study presented new research opportunities, which considered distinctive mining historical, cultural, socio-economic and political pragmatisms of women (of all races) post-colonial (Cole et al., 2007; Nkomo & Ngambi, 2009). I therefore applied the meso-level approach, taking into account individual, organisational and societal realities to study TM in relation to identities of South African men and women in the most male-dominated industry in the world, namely mining, but

also to incorporate the specific socio-historical, political, economic and cultural contexts in a South African setting. I conducted the study within the constructivism-interpretivism paradigm, whereby I constructed and interpreted the phenomena (findings) in their context by being close to them with the aim of understanding experiences (see Creswell, 2007; Denzin & Lincoln, 2011) and drawing conclusions from those.

## **1.7 RESEARCH CONTRIBUTION AND IMPORTANCE OF THE STUDY**

This study contributes theoretically, philosophically, socially, politically and methodologically to the existing body of knowledge. Theoretically, the study links gender equality and TM with corporate governance by signifying the importance of providing equal opportunities for women and exercise their talent to occupy board seats using the equality and the business case. The study filled the gap by using the experiences of women (and men) of all races on boards instead of generalising Western white women's experiences to an African context. On this account, this research studied the experiences of board members across different races, genders and classes of working in a male-dominated sector. This approach provided insight into how gender intersects with other issues and how even the type of industry may intensify prejudices.

One of the major contributions of this research is the theoretical and methodological extension on previous studies that focused on (1) calculating the number of WoB on a global scale, such as that of Catalyst, MSCI, Credit Suisse and PWC (Seierstad et al., 2017), (2) investigating the barriers that hinders the progression of WoB and (3) the effect of WoB representation on financial performance of companies, using quantitative research. This study tackled this problem by using qualitative research to fill the methodological limitations, but further extended it by using an African feminist research approach that pinpoints the significance of integrating the traditional roles of women and men in an African setting, like South Africa. This research responds to WoB literature that calls for more interpretive and innovative research that is beyond descriptive cross-sectional studies (Seierstad et al., 2017:290). My study focuses on real practices and real experiences; it does not only examine how female and male directors were recruited to boards, but also whether their specific talent matters or is

nurtured. My study also reports on the roles these women play on boards compared to men and how the talent of women is used or not used. Although the roles of women and men have been gendered according to role stereotypes, this study provided a sound source of information to understand silent prejudices women face in the boardroom, thereby providing an understanding of how the roles women play continued to marginalise them as non-value adding members of society.

The study addressed the concerns of others. For example, Terjesen et al. (2009:321) identified a gap that no theory specifically tries to explain recruitment on boards. Further, the research on board recruitment is sparse (Grosvold, 2009). My study provides detailed knowledge of how women attained those positions and helps to understand exclusion factors of women from positions of power and decision making.

The research provides information on what is also not known, namely the experiences of female and male directors in a male-dominated environment in a South African context, which several authors agree was lacking and needed attention (e.g. Dlamini, 2013; 2016a; Nkomo & Ngambi, 2009; Steady, 2007). This gap has led me to examine the interrelationships of female and male directors in a male-dominated culture, as well as the extent to which women experienced prejudice in our unique context.

Previous concerns submitted by Kakabadse, Figueira, Nicolopoulou, Hong Yang, Kakabadse and Özbilgin (2015) were that although women are able to act independently, there is limited understanding of how female directors deal with secret meanings, silence, culture and invisible power relations and how they form political associations (Pettigrew & McNulty, 1995). Peterson and Philpot (2007) add that there is an unresolved question whether female directors have substantial contribution or are just mere figureheads. My research contributes to attending to this knowledge gap by extrapolating views from female directors organised in thematic analysis. The study is valuable because it focuses on industry research, which Thomas (2001) advises in his research recommendations. Thomas questions why women were found in different industries and asks whether they are moving across industries. The importance of industry research is valuable, as WoB industry research is limited, with most research dominantly focused on top listed companies such as those listed in the New York Stock Exchange, Australian Securities Exchange and in Standard & Poor companies (Catalyst, 2017). This study used industry research in a male-dominated mining



industry to understand the experiences of TM of female and male directors in a unique cultural context.

## **1.8 RESEARCH ETHICS**

Hesse-Biber (2013) emphasises the relevance of ethical principles in the research process, such as truthful reporting of data and acknowledging those who contributed to the research. The application of a case study involving real-life contexts requires “special care and sensitivity” to the rights and confidentiality of all respondents within the study (Yin, 2009:73). Equally, feminist researchers advocate for strict standards for ethical treatment of respondents in the research, which involves removing power differentials between the researcher and the researched (Fee, 1983). This praxis would likely produce responses of respondents’ reality, not that of the researcher. Particularly, Stanley and Wise (1983) suggest for feminists and social justice scholars to re-describe the research process as “research with” or “research for”, unlike “research on”, by this means eradicating viewing respondents as objects but rather as valued contributors to the research (Hesse-Biber, 2013). Accordingly, Hesse-Biber (2013:319) refers to the standards set by the International Review Board in the US regarding various endeavours to ensure ethical treatment of respondents, such as:

- respect for persons (informed consent and protection from the risk of harm);
- beneficence (maximising benefits and minimising risks to subjects); and
- justice (fairness in the distribution of research and equal treatment).

During all phases of the research project, I was sensitive to the ethical considerations that guide scholarly research (see Creswell, 2007). In order to preserve the integrity of the research, the ethical standards of scholarly research and Unisa’s standards guiding ethical research (Unisa, 2014) guided the study in the following manner.

Firstly, I obtained approval from the College Research Ethics Committee to continue with the research. Secondly, I requested permission from the CEO or board chair to use their company as a case study and also to invite its board members to partake in the study. Thereafter, respondents were personally invited to partake in the study, unless in some case the CEO/board chair extended the invitation to the board on my behalf. Thirdly, interviews and recording of responses using a recorder required informed consent from the respondents. I explained to all respondents the conditions

for consent by detailing the purpose of the study, the voluntary basis of participation, assurance of anonymity and confidentiality of responses and the right to withdraw from the study at any point. All respondents signed and dated the consent form and received a copy with contact details should they need any clarification or communicate any concerns. I further ensured that the respondents received a copy of the interview transcription and the audio and I offered them the opportunity to clarify, or omit, any responses that may have instigated discomfort or misconception. Fourthly, to avoid any possible identification of the respondents and their affiliated company, I used pseudo names in data reporting. I also ensured that the transcriber of the interviews, the data analyst expert and the language and technical editors signed confidentiality agreements to protect the anonymity of the respondents. Fifthly, to ensure that the safety of the respondents was protected, the interviews occurred at a place and time that were convenient for them, but which I also deemed safe for me. Sixthly, there was no discrimination in selecting respondents for the study. Respondents were selected equitably according to pre-determined criteria of the sampling strategy, to avoid groups of people who have been unfairly included or excluded, as recommended by Yin (2014:78). Lastly, as suggested by Mouton (2003:238), I refrained from inappropriate research practices such as describing the research problem to suit hidden agendas, compromising the research design, inaccurate reporting of findings, fabricating information, misinterpreting results to protect a corporate point of view, and hiding information. Overall, my aim was to be 'value-explicit', acknowledging the significance of my personhood and that it fits with my critical, constructivist-interpretivist, feminist approach (see Letherby, Scott & Williams, 2013).

Given the ethical principles outlined above, I did not experience any challenges; therefore, the ethical requirements of the research project were met.

## **1.9 CHAPTERS OUTLINE**

The remainder of the thesis is arranged in the following chapters:

**Chapter 2** is a synthesis of the literature review and provides an overview of WoB research as a topical and emerging subject area in governance research. It also provides theoretical perspectives and schools of thoughts underpinning this research.

The main importance of this chapter is that it presents an integrated TM theoretical framework (the meso-level approach), which guided the research.

**Chapter 3** is an overview of the mining industry as a historically male-dominated occupation. It also provides the current statistics of WoB.

**Chapter 4** stipulates a path followed in the design of the methodology adopted in this research. The content of this chapter focuses on feminist epistemology and the methods followed in an attempt to find the truth. This chapter explains how I selected, contacted and interviewed the respondents as well as the data-analysis method applied, and discusses the shortfalls and advantages of the research design

**Chapter 5, 6 and 7** each comprise of two case analysis findings of each case, supported by rich descriptions that are backed by verbatim quotes and describe the recruitment, development and retention of directors. The findings are interwoven with discussions linking back to the theory and a critical analysis.

**Chapter 8** presents an analysis of the findings across the cases, interprets it and links it back to the theory.

**Chapter 9** concludes the thesis by presenting new theoretical contributions and conclusions drawn based on the research objectives of the thesis. This chapter makes recommendations based on this research and methodological contributions and offers my personal reflections.

## **1.10 CHAPTER CONCLUSION**

The purpose of this chapter is to provide the rationale and the motivation of this study and a roadmap for the entire thesis, its presentation was done according to our (Unisa) convention. BoD are responsible for strategic direction and are a vital catalyst for organisational performance, and women can make a meaningful contribution due to their talent and different perspectives they can bring to the board, yet they remain a minority on mining boards. Not much was known about the experiences of women (and men) in the South African mining industry regarding TM practices, except that women are a minority on boards and that men continue to dominate boards. Furthermore, no strategies were found in literature that reported on the best practice for the recruitment, development and retention of female directors. This left an opportunity for me to apply the meso-level approach in studying these aspects given the unique South African

mining context. My research envisages a contribution in terms of studying TM (recruitment, development and retention) in purposively selected South African mining companies regarding the experiences of both men and women in these practices. I used a critical research approach (emancipatory) in the context of African feminism within a constructivist-interpretivist paradigm to study multiple-case TM practices. My aim was not only to provide a critical analysis, but also to further develop a new theory of strategies that can be applied in recruitment, development and retention to improve the representation of WoB.

## CHAPTER 2

# GENDER EQUALITY AND TALENT MANAGEMENT IN WOMEN ON BOARDS RESEARCH

### 2.1 INTRODUCTION

This chapter expands on the introduction provided in Chapter 1 through a comprehensive literature review. A literature review is a review of existing scholarship that covers a comprehensive, critical, and contextualised theory base to learn from other scholars on how they have theorised on and conceptualised issues, what they found empirically, instruments used and to what effect (Hofstee, 2006:91; Mouton, 2003:87). In this chapter, I introduce a contextual theory base for this research, which guided my approach to studying gender and WoB studies.

I have divided the literature review into six sections. In the first section, I draw on a review of TM in WoB research. I consulted different views of talent and chose the most appropriate definition of talent as it directly affects TM. In the second section, I discuss WoB as an emerging global research topic and the specific radical and practical imperatives that are tangled in the research in order to explain fundamental significant biases that drive WoB research. In the third section, I deliberate on legislation used for gender equality on boards to show the developments in country-specific settings and demystify global practices. In the fourth section, I discuss the two main schools of thoughts, namely the equality and business case, which are used to argue for the moral and economic benefits of gender equality on boards. I comprehensively studied these schools of thoughts in relation to WoB research and I considered a number of findings from a TM and feminist perspective. The review of the business case shows that WoB research is still mainly descriptive and empirical, with scope for new theorising within the multi-theoretic approach. This gap provided me with the opportunity to present a feminist approach in studying WoB research and to explore TM practices applied by mining companies, which contribute to the low representation of WoB.

In the fifth section, I use a multi-theoretical framework to extrapolate theories on corporate governance, feminism and gender that seek to justify equality of WoB or that

continue to perpetuation of patriarchy and inequalities in society. I found that some are broad, some are narrow and a number of them are intertwined. Therefore, I focused on theories that would best answer the research objectives. In the sixth section, I developed an integrated TM framework (recruitment, development and retention of male and female directors) using the meso-level framework adopted from Nkomo and Ngambi (2009). Nkomo and Ngambi's (2009) theoretical framework is useful because it provides a broad base of how individual identities experience the recruitment process and criteria to elicit barriers to the appointment of female directors. Moreover, this framework could be broadened to understand development and training initiatives and retention strategies that support the membership of women at an organisational level.

## **2.2 TALENT MANAGEMENT IN WOMEN ON BOARDS STUDIES**

For the benefit of the research reported on here, it is important to contextualise what is meant by 'talent management' and 'talent' and how these concepts fit into WoB and feminist research in terms of the definitions applied in this research, which provided constructs that I used for data collection and analysis.

### **2.2.1 Defining talent management**

Although a relatively new concept in human resource management, TM is growing in popularity (Collings, 2014; 2015; Van Zyl, Mathafena & Ras, 2017). However, over a decade of scholarly debate on a consistent and concise definition has brought varying interpretations of TM (Ashton & Morton, 2005; Brink & Nienaber, 2014; Chuai, 2008; Lewis & Heckman, 2006; Nienaber & Sewdass, 2016; Van Zyl et al., 2017; Waheed & Zaim, 2015). Apart from the fact that TM lacks academic scholarly frameworks (Van Zyl et al., 2017), there is no connection between TM practices and larger human resources (Ntonga, 2007). For example, succession plans are not clear, with no skill audits, and in general there is a lack of organisational culture driving TM (Chikumbi, 2011). However, a call by various authors (Armstrong, 2007; Bratton, 2006; Kock & Burke, 2008; Morton, 2006; Sistonen, 2005; Thunnissen, 2016) to distinguish TM as the act of integrating attraction, recruitment and retention across functions gave birth to some consensus regarding the definition. For the purpose of this study, a definition for TM as the recruitment, development and retention of talent (Nilsson & Ellstrom, 2012; Oosthuizen & Nienaber, 2008) was adopted.

### 2.2.2 Defining talent

Talent is not universally defined in the literature, which is the beginning of the problem with TM (Lepak & Snell, 2002; Nienaber & Sewdass, 2016; Van Zyl et al., 2017). The lack of clarity on the definition of talent influences its measurement and ultimately its management (Nienaber & Sewdass, 2016). Modern organisations value talent because they believe that its effective management may lead to or sustain performance (Ashton & Morton, 2005; Beechler & Woodward, 2009; Collings, 2015; Philips & Philips, 2014), but performance is also seemingly hard to measure (Nienaber & Sewdass, 2016). For example, in WoB empirical research, the effect of the talent women bring on boards to improve performance has provided inconsistent results (Choudhury, 2014), further complicating the correlation between talent, its management and performance. This has an effect in making decisions about of the right people needed by the organisation at any point in time (Nienaber & Sewdass, 2016). Nillson and Ellstrom (2012) provide some insight into this problem by acknowledging that while the meaning of talent varies, it can be viewed from an exclusive or inclusive approach. In the exclusive approach, talent is seen as gifted and high-performing individuals (Beechler & Woodward, 2009; Tansely, 2011) and can be related to crucial positions (Whelan & Carcary, 2011) or even exceptional teams in organisations. The inclusive approach views talent as a combination of different skills, attitudes, competence and behaviour of all people in an organisation, because interactions between and among people impact performance (Lepak & Snell, 2002). Talent is also considered as specific or generic, malleable or fixed, and this pertains to my study as these considerations impact the recruitment, development and retention of talent (Brink & Nienaber, 2014). For instance, if talent is considered fixed (i.e only males are talented), the development of females will not materialise as they are considered inferior versions of males. Also, in this research, the BoD is considered as talent using the inclusive approach due to a set of different skills, attitudes and competences required at board level, which is in line with the Companies Act (71 of 2008). Talent from an inclusive approach is important for this research, as it accounts for the difference that women and men bring to boards as a result of diversity of skills, competencies and background (Arfken et al., 2004). Diversity in gender in corporate governance relates to the composition of the board and the combination of the different qualities, characteristics and expertise of the individual members in relation to

decision-making and other processes within the board (Van der Walt & Ingley, 2003). Gender diversity as talent is topical in WoB research, encapsulating its benefits to business and financial performance in organisations (Campbell & Mínguez-Vera, 2008; Hillman & Dalziel, 2003; Huse, Nielsen & Hagen, 2009; Spender, 2015).

I found that in most WoB research, 'gender diversity' is a term used instead of 'gender equality'. According to Hawarden (2010:17), "the term diversity has a multiplicity of meanings and can provoke intense emotional reactions with the politically charged ideas of affirmative action and quotas". In this study, I use gender equality instead of gender diversity, as equality applies to women activism for equal opportunities in employment, but further advocates for the talent of women to be maximally used, in order for women to become self-actualised beings (Nienaber & Moraka, 2016), which is the agenda of the feminist approach. It is therefore important to not only understand how women (and men) are recruited, developed and retained on boards and what the talent is that they bring to boards, but also how their identities affect or affected by TM practices. This is important, because a literature review gap signals limited research on how women are integrated within TM practices.

## **2.3 A GLOBAL REVIEW OF WOMEN ON BOARDS RESEARCH**

WoB has only been investigated in the last 30 years, which is when it became apparent that women were slowly progressing into executive roles and directorships despite the 'mass arrival' in the late 20<sup>th</sup> century of women in the workplace (Daily & Dalton, 2003:8, Fouché; 2005; Hawarden, 2010; Wittenberg-Cox & Maitland, 2008). Research in management from a feminist perspective is also lacking (Limerick & O'Leary, 2006; Nienaber & Moraka, 2016) or limited (Harding, Ford & Fotaki, 2013). There is limited literature on WoB (Terjesen et al., 2009) and this limited research took place in only a few countries (Hawarden, 2010:16; Vinnicombe, Singh, Burke, Bilomoria & Huse, 2008). Several studies have examined the prevalence of WoB within particular country settings (Hawarden, 2010) (see Table 2.1). Although these studies show vital contextual elements, they are unable to comprehensively study and capture cross-country differences and politics among key stakeholders (Seierstad et al., 2017). In general, these studies recognise the inequalities in boardrooms, seek to find reasons why women are poorly represented and determine how women gain access to board positions considering the structural barriers they face. Some of these studies also



focus on legislation and why it will or will not work. The majority of studies were done outside the African context, which presents a gap in Africa of studying unique cultural and social circumstances regarding the identities of women and how their identities affect their progress to boards.

**Table 2.1: WoB research in particular country settings**

COUNTRY	AUTHORS
United Kingdom	Conyon & Mallin, 1997; Sealy, Singh & Vinnicombe, 2007; Singh & Vinnicombe, 2004; Singh, Vinnicombe & Johnson, 2001; Vinnicombe, 2016
USA	Adams & Flynn, 2005; Arfken, Bellar & Helms, 2004; Farrell & Hersch, 2005; Peterson & Philpot, 2007; Soares, Carter & Combopiano, 2009
Canada	Burke, 1997; 1999
Switzerland	Ruigrok, Peck & Tacheva , 2007
Australia	Kang, Cheng, & Gray, 2007; Ross-Smith & Bridge, 2008; Sheridan, 2002
New Zealand	McGregor, 2003
Denmark	Rose, 2007
Israel	Talmud & Izraeli, 1999
Spain	Campbell & Mínguez-Vera, 2008; De Anca, 2008
South Africa	Msomi, 2006; Nkomo & Ngambi, 2009 (literature synthesis), Dlamini, 2014; 2016a

Source: Own compilation

Conyon and Mallin (1997) recognised the lack of equality for women where they are systematically disadvantaged through unequal pay, promotion and access to the board. In their study on the recruitment of directors, they found that recruitment was not open, excluded women and that different organisation varied in the use of nomination committees.

Sealy, Singh and Vinnicombe (2007) found that both women and men appointed on boards were anxious about the new roles and responsibilities and how to behave. They also found that being connected to the board chair was a comforting factor for new directors, but that it advantaged men more because of their familiarity with one another. Women reported on found it daunting to interact in the board, especially to fit into the culture and make a lucid contribution.



Vinnicombe (2016) found that the representation of WoB in the UK was still slow and that companies may not reach the 33% set by 2020 on FTSE 350, which is currently 26%. Singh and Vinnicombe's (2004) evidence and theoretical explanations of why so few women were on boards disproved assertions that women lacked ambition, experience and commitment to serve on boards. They suggest that underlying theories of social exclusion of women in organisations contribute to the low representation of WoB. Singh et al. (2001) affirm the business case of having more WoB. They found that organisations with more female directors benefited from highest turnover, profitability and number of employees and that the results were parallel to that of the USA, affirming the talent of women.

Parrotta and Smith's (2013) empirical investigation of why there are so few WoB of directors in Danish companies in 1997 to 2007 found that boards with chair women had fewer women on their board. In addition, they found evidence of tokenism behaviour, whereby having one woman on the board reduces the chances of other women to be appointed on the board, which is viewed as typical 'queen bee' behaviour.

Adams and Flynn (2005) studied how women access boards by examining the status of WoB to other regions in the USA and around the world. They found that both individual and structural barriers hinder the progression of women to boardrooms. Women are described as not meeting board recruitment criteria, while CEO-level experience was often mentioned as a desired requirement for board recruitment. Adams and Flynn (2005) cite Guthrie and Roth (1999), who found that there are also structural barriers for women in achieving CEO levels. Gender-recruitment bias was mentioned as an example of structural barriers. Furthermore, women were excluded from networking opportunities men use, where they decide on who will be recruited to the board. Such opportunities include board memberships of other organisations and playing golf. Structural barriers also categorise female representation in certain industries; as such, women find it challenging to break social and professional circles in male-dominated industries.

Arfken et al. (2004) revisited the glass ceiling theory as the hindrance of the presence of WoB. They found that women are a critical but overlooked resource even though benefits of diversity and inclusiveness have been largely reported in professional and academic work. They suggest that boards with the same demographic characteristics

allow groupthink and enforce possible unethical decisions to be made. Arfken et al. (2004) dismiss an assumption that there is a shortage of WoB. They argue that women are business-minded, are moving up the corporate ladder, are experts in finance, technology and international business and are able to present innovative and a variety of ideas. I found this not accurate, as evidence exists through statistical information that women remain less represented on boards despite their expertise.

Farrel and Hersch (2005) studied a sample of some 300 Fortune 500-level firms over the 10-year period that comprised the 1990s and found that the recruitment of women was consistent with tokenism theory. They established that women were recruited to boards when a board had low or no women and that the chances of appointing a woman was significantly higher if another woman has recently resigned from the board, which creates a space for another woman. Peterson and Philpot (2007) found that female directors were less likely than male directors to be commissioned to influential committees and public affairs committees.

Branson (2007) reviewed corporate governance models and dedicated his study to the biases of board nomination committees and executive officer selection processes, recommending that women pursue different paths to men in order to gain CEO status, while frequently shifting professional behaviour and work ethics as they climb the corporate ladder.

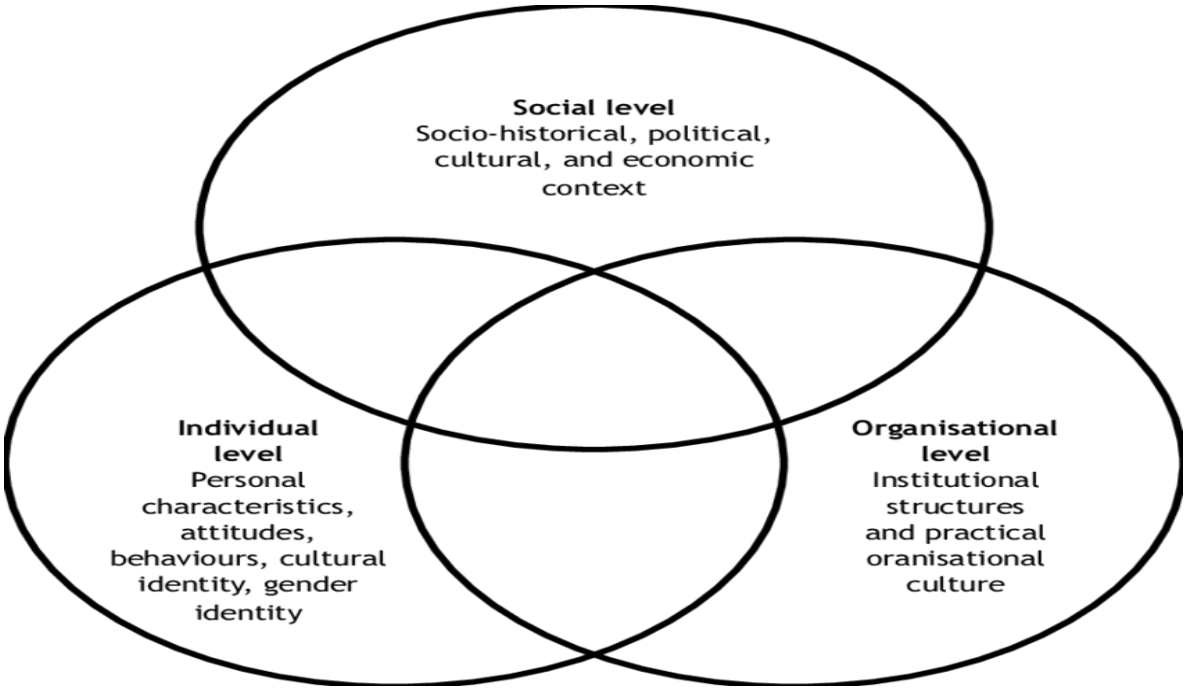
Terjesen et al. (2009) identified 20 theory-based studies of the phenomenon of WoB boards that employ a variety of frameworks. The major theoretical perspectives were in most cases consistent with the feminist mode of inquiry and they offered theoretical perspectives that explain women's underrepresentation on boards (Terjesen et al., 2009). At the individual level, the focus is on characteristics of WoB (e.g. human capital, status characteristics, social capital) and the individual's gender-based perceptions (Terjesen et al., 2009). At the board level, theory focuses on group-level processes such as social identity, homophily and in-out groups. While composition is important, board processes may be even more critical to performance (Huse, 2008; Terjesen et al., 2009). At the organisational level, common perspectives include resource dependency, institutional and agency theories (Terjesen et al., 2009).

There are two primary streams of literature examining the effects of WoB. The first stream investigates the impact of WoB on financial performance (Sun et al., 2015). The second stream investigates the relationship between WoB and a firm's critical decisions (Sun et al., 2015). The research focusing on WoB representation is seen as an important tool, not only for making an academic contribution, but also to provide a basis for a change to more effective gender representation on boards (Terjesen et al., 2009).

In the South African context, Msomi (2006) investigated the factors affecting female representation on BoD in South African listed companies. Through 30 interviews with WoB across different industries, she found that the interplay of historical and cultural factors resulted in the low representation of WoB. While legislation was playing a critical role in facilitating the recruitment of women, Msomi (2006) found that legislating meaningfully relied on the board's consciousness of doing the right thing. She suggests that this depends on the approaches taken by the board chair, CEOs and nomination committees in recruitment, recommendations and appointments. Msomi's study did not consider the historical and cultural factors that affect the development and retention of female directors across industries.

Nkomo and Ngambi (2009) engaged in a study of a critical examination of knowledge of African women in leadership. From an extensive review of existing published research, they investigated what has been studied and is currently known about women in leadership status, leadership styles and the influence of gender on their experiences as leaders. They found that African female leaders face significant gender-related interpersonal and structural organisational barriers. They established a gap in literature that is incomplete and heavily relies on Western-based constructions of gender and gender relations. Nkomo and Ngambi (2009:63) note, "for the majority of African women, liberation from gender oppression is fused with liberation from other forms of oppression, such as racial and class oppression". They suggest that African feminism and postcolonial theories should be used as a way to fully critique the cultural, historical, political and economic context influencing the study of African women in leadership (Nkomo & Ngambi, 2009:64). Accordingly, African feminism states the necessity of interrogating traditional roles of men and women in traditional African societies to fully understand modern-day gender relations. Nkomo and Ngambi (2009)

recommended a meso-level approach to understand women in leadership in Africa. The meso-level approach ties organisational structures and practices (macro-environment) and gender identity (micro-environment), all which encompass the distinctive socio-historical, political, economic and cultural context in Africa and which integrates individual, organisational and societal levels (Nkomo & Ngambi, 2009). According to Nkomo and Ngambi (2009), studying gender in African contexts *at societal level* ought to concentrate on socio-historical, political, cultural and economic contexts of the country (the historical impact of mining on gender inequalities in South African takes care of this aspect in my study). *At organisational level*, care should be directed at the effect of organisational practices, policies, structures and systems on the experiences of women African leaders (my research takes it further to also understand men’s experiences). *At individual level*, consideration should be directed to understand the individual characteristics of women (and men), including their attitudes and behaviours as well as their cultural and gender identity. See Figure 2.1 for the meso-level approach.



**Figure 2.1: Meso-level framework in studying gender in Africa**  
 Source: Nkomo & Ngambi (2009:61)

In her thesis, which was subsequently followed by a book (with a title, equal but different in 2016, Dlamini (2013) examined the impact of the intersection of race, gender and class on female CEOs’ lived experiences and career progression, whereby

she developed strategies for gender transformation at leadership level in corporate South Africa. She interviewed 13 female CEOs and one board chair (female) to understand how the intersection of race, social class and gender influences their work roles and career progression across industries. She found that indeed the intersection of race, gender, age and class has an impact on women's career progression and their life experiences (Dlamini, 2013:v). This study was deemed important to consider particularly for the South African context, where racial and political tensions continue to re-emerge (Sewchurran, 2017). Furthermore, the historical and cultural context of the exclusion of women in mining should provide insightful findings on their experiences of recruitment, development and retention. A gap found in Dlamini's study was that only women were interviewed, while men were excluded from the debate. My research investigated the experiences of both male and female directors' across race, age, class and gender.

Other studies show that inadequate experience of women and the unavailability of suitable women for boards have been used as excuses to justify low board representation by women. In contrast, scholars such as Daily, Certo and Dalton (1999), Gregoric et al. (2017) and Hawarden (2010) differed by stating that the opportunities for women to enter boards are narrow. Pearce and Zahra (1991) also reported on the disadvantages of having WoB, such as more debates, arguments and clashes, and low decision-making. A stream of research after 1991 also showed that the benefits far outweigh the disadvantages (Burke, 2003; Carter et al., 2003; Catalyst, 2014; 2017; Daily et al., 1999; Hawarden, 2010; Miller & Triana, 2009; Ruigrok, Peck & Tacheva, 2007; Stephenson, 2004; Sweetman, 1996). A review by Terjesen et al. (2009) confirms the descriptive nature of much of the research and the lack of considerable WoB theory.

A gap in literature shows that men have been excluded in research on WoB, with much reliance on the views of how women experienced being board members and little attention to recruitment, development and retention experiences. Furthermore, qualitative research in WoB studies is limited, while the majority of research sought to justify the representation of WoB using financial ratios and empirical evidence, which relied mostly on quantitative analysis. In addition, research in the African context on how women obtain leadership positions has been very little (Nkomo & Ngambi, 2009).

What is also missing in the literature is the role of intersectionality in WoB studies in the same industry. Although Dlamini's (2013) study showed that race, age, gender and class impact on the lived experiences of female CEOs, this study was done across various industries. This limitation left a room to explore all aspects of TM (recruitment, development and retention) in a single industry, particularly in a male-dominated industry, which play a role in the gender inequalities of South Africa.

## **2.4 LEGISLATION (QUOTAS) AS A REMEDY FOR GENDER EQUALITY OF WOMEN ON BOARDS**

As an intervention to counteract women subordination and the preferential selection of men over women for boards (Seierstad & Opsahl, 2011), legislation aims to create more equal, democratic societies and leverage existing human potential (Kogut et al., 2014; Seierstad et al., 2017). Sanctions range from soft penalties to forcing non-compliant organisations or de-listing from a particular country's stock exchange (Bøhren & Staubo, 2013). Soft strategies also highlight the need for equality of opportunities, while hard strategies call for a more radical perspective of equality using quotas and monitoring of organisations (Seierstad & Opsahl, 2011). The Norwegian government was the first to establish a 40% female director quota in 2003, for compliance by 2006, for state-owned firms and compliance by 2008 by all listed companies or face closure (Catalyst, 2008; Dlamini, 2016a; Dunn, 2012; Fouché, 2007). As a result, many other countries followed suit in terms of enforced compliance (Bianco et al., 2015; Terjesen et al., 2009). In South Africa, on 15 March 2016, the JSE announced that firms face deadlines for gender policy compliance now forms part of the listing requirement, whereby JSE-listed firms had less than a year to report on what steps they have taken to increase WoB. The principal influencer of equality in South Africa has been the Broad-based Black Economic Empowerment Act (53 of 2003). The Act represents government's determination to situate black economic empowerment within the context of a broader national empowerment strategy focused on historically disadvantaged South Africans (HDSAs), particularly women of all races, black people, youths, disabled people and rural communities (Deloitte, 2015; Thomas, 2002). The Employment Equity Act (55 of 1998) requires companies to develop annual employment equity plans and to submit annual reports to the Department of Labour reporting on progress made (Burger & Jafta, 2006). My observation in South Africa is that no penalties have been exercised for poor female representation on boards, with

a general lack of monitoring through hard sanctions. While quotas act as an interposition to remedy inequalities in the boardroom, I agree with Brandt (2013) that if companies would put a woman on a board for the sake of compliance, it opens doors for tokenism. Furthermore, it would be interesting to determine behavioural patterns of women and the attitudes they receive from men.

#### **2.4.1 Proponents for quotas**

Many believe that imposing quotas is a way for countries to bridge the gap between genders in boardrooms (Carrasco et al., 2015; Gregoric et al., 2017; Szydlo, 2014). This is because gender quota laws are believed to force organisations to respond quickly to identify, develop, promote and retain talented women (Allemand, Barbe & Brullebaut, 2015; Terjesen et al., 2015). According to Isidro and Sobral (2015), those in favour of the quota regime argue that introducing quotas is a way to put an end to a damaging and unjustified imbalance. It is also a way to break the glass ceiling that continues to bar female talent from boards (European Commission, 2012). The vast majority of theoretical arguments in favour of quotas rest on the need for political representation of subjugated groups or to enhance access to specific public good (Browne, 2014). Phillips (1995:82), for example, has developed a compelling defence of women quotas for political assemblies on the grounds that “gender parity is one minimal condition for transforming the political agenda” in such a way that “challenges the social arrangements which have systematically placed women in a subordinate position”. Kogut et al. (2014) propose that quotas change the structural properties of power and its distribution among groups. This change is realised through quotas that enable a new self-organising equilibrium.

#### **2.4.2 Opponents for quotas**

I found that opponents for quotas showed resistance to gender equalities by creating an impression that quotas are damaging for women, thereby disregarding the talent of women and the obligation to appoint talented women. Earlier studies, such as that of Pojman (1998:110), asserted that affirmative action (quotas) is ‘sexist’, as it fails to treat women with dignity as individuals. Others believe that quota policies are degrading to women who did not attain their posts through them. Consequently, all women, whether genuinely competent or not, become stigmatised by the mere



presence of quota policies and, in turn, these negative assumptions make them subject to sexism and gender-based inequality of the very protests that quotas are supposed to correct (Browne, 2014; Dahlerup & Freidenvall, 2008; Kakabadse et al., 2015). Some resistance to quota legislation was made by Koch (2015), who argues that it remains to be seen whether quotas on women can fulfil the expectations held of them. My contention is that when women are appointed on merit and for the talent they bring, and not just to satisfy legislative pressure, and the organisation creates a culture of inclusion, there is no need for women to feel degraded, unless they are degraded in change-resistant environments. I agree with some researchers who demonstrate that resistance to quotas emanates from a culture of resistance against women in positions of power and authority and often overlook that that quotas and merit (talented women) may indeed complement each other (Forstenlechner, Madi, Selim & Rutledge, 2012; Sayce & Özbilgin, 2014) by balancing gender equality needs and ensuring good organisational performance.

I agree with Carroll (2014) that a successful quota requires a cooperative environment where men acknowledge women as talented individuals by not providing a culture of resistance. I believe that effective TM plays a critical role in ensuring that the right and competent people are appointed to and retained on boards in companies.

## **2.5 THE BUSINESS AND THE EQUALITY CASE FOR WOMEN ON BOARDS**

There are two schools of thought attempting to facilitate WoB representation: equality and economics (Choudhury, 2014) or the moral and business case (Luckerrath-Rovers, 2015), ethical or financial (Geiger & Marlin, 2012), and ethical and economic (Isidro & Sobral, 2015). For this study, the equality and business case school of thoughts terminology were used to justify the feminist approach I took in this research.

### **2.5.1 The equality case for WoB**

The struggle for gender equality throughout history has used the equality case to advocate for the rights of women (Sandgren, 2012). This school of thought holds that it is immoral for women to be disqualified from boards on the grounds of gender and that organisations should increase female representation to achieve a more equitable outcome for society (Campbell & Mínguez-Vera, 2008; Isidro & Sobral, 2015; Lucas-

Pérez, Mínguez-Vera, Baixauli-Soler, Martín-Ugedo & Sánchez-Marín, 2015; Szydło, 2015). The equality argument holds that organisations should regard greater female representation, not as a means to an end, but as a desirable end in itself (Brammer, Millington & Rayton, 2007; Lucas-Perez et al., 2015). Through equality on boards, the intention is to put WoB in order to equalise power and opportunities between men and women (Campbell & Mínguez-Vera, 2008). The promotion of gender equality on boards recognises the fundamental right of equality between men and women that is guaranteed and a positive dimension that legitimises affirmative action by specifically supporting persons who are members of the underrepresented gender (Spender, 2015; Szydło, 2014), namely women. The moral legitimacy is a value in itself and it is inherently linked to human dignity. To be treated equally and to have equal opportunities to participate in all areas of social and economic life is a basic need of all women and men. According to Szydło (2015), the equality case asserts that true democracy with the participation of businesses must have gender equality because only such gender equality-based democracy can claim to be legitimate; therefore, gender equality is required to legitimise governance (Rodriguez & Rubio-Marin, 2008; Szydło, 2015).

The equality case acclaims for a society in which there is a just distribution of power and resources, participation and influence between men and women (Choudhury, 2014). Board positions are important sources of power and influence in organisations and societies, and therefore it is even more important that women are well represented where the power is situated within the companies and the boards (Choudhury, 2014). Furthermore, the premise of equal opportunities in today's society implies that capacities and abilities are equally distributed to people, and therefore management and directors should be drawn from the whole labour pool (Brammer et al., 2007; Inkeroinen, 2008; Van der Walt & Ingley, 2003).

Based on the argument above, my contention is that an equality rationale offers a distinctive advantage that the business case alone cannot offer. Because equality is a human right based on moral legitimacy, it is an undisputable right (Choudhury, 2014). Therefore, vindicating efforts that promote female representation on boards applying the equality case are the foremost moral legitimacy valued in its own right (Choudhury,

2014; Szydło, 2014), which is enhanced by the contribution that women make on boards using the business case.

## 2.5.2 The business case for WoB

Instead of arguing for the appointment of female directors only on the basis of equal opportunity, the business case further reveals new realities of the economic sense of WoB (Sandgren, 2012; Sweetman, 1996). The underlying issue of the business case is that gender discrimination is economically suboptimal rather than immoral (Isidro & Sobral, 2015). For more than 18 years, Catalyst and McKinsey & Company engaged in extensive research on examining the effects of female representation on company performance (Sandgren, 2012). The business case for WoB contends that female representation is good for business when assessed by the aspects indicated in Table 2.2:

**Table 2.2: The business case for WoB**

Improved financial performance through increased profits of a company, through return on equity, return on sales and return on invested capital	Catalyst, 2007; 2017
Customer base or stakeholder relations	Spender, 2015
Efficient use of human resources in the economy, economic productivity, access to a more diverse pool of talent and intellect	Rosenblum, 2009
Improved quality of corporate governance and decision making	Arfken, Bellar & Helms, 2004; Szydlo, 2015
Enhanced complex problem solving and improving the quality of strategic decision making	Daily & Dalton, 2003; Hillman, Cannella & Harris, 2002; Lucas-Pérez, Mínguez-Vera, Baixauli, Martín-Ugedo & Sánchez-Marín, 2015
Broad and differentiated experiences, ideas and opinions	Fondas & Sasselos, 2000
Reduction of 'groupthink'	Daily, Dalton & Cannella, 2003; Robinson & Dechant, 1997
Enhanced board independence of thought and monitoring functions	Campbell & Mínguez-Vera, 2008; Bianco, Ciavarella & Signoretti, 2015; Adams & Ferreira, 2009; Rhode & Packel, 2014
Different principles, values and norms	Miller & Triana, 2009; Ruigrok, Peck & Tacheva, 2007
Positive benefits in relation to their social orientation and community representation	Ellwood & Garcia-Lacalle, 2015
Commitment to organisation's social mission	Siciliano, 1996
Social performance on CSR	Boulouta, 2013
Application of stricter ethical standards	Pan & Sparks, 2012; Post & Byron, 2015
Likely to judge questionable business practices as unethical	Cumming, Leung & Rui, 2015; Franke, Crown & Spake, 1997
Enforce ethical behaviour and corporate governance	Jia & Zhang, 2013; Nekhili & Gattafoui, 2013; Franke, Crown & Spake, 1997
Are more conservative investment strategists than men, more risk averse and more likely to reduce their risk exposure	Sila, Gonzalez & Hagendorff, 2016; Watson & McNaughton, 2007
Likely to demonstrate stronger accuracy of company and management conduct by paying attention to audits and to controlling risks, as women are risk-averse	Faku, 2014; Hawarden, 2010; Stephenson, 2004
More commitment to board roles such as better board meeting attendance records than men, which influences male attendance in a positive way	Adams & Ferreira, 2009

Source: Own compilation

While all these benefits are clearly motivated and backed by empirical research, women remain a minority on boards, and therefore I agree with Choudhury (2014) that the business case, standing alone, is unlikely to persuade companies to strive for gender equality in the boardroom. Choudhury (2014) cites three reasons for this: First,

normative changes to corporate policies that affect company behaviour are often not driven by the business case. Second, relying on the business case may have served to mask some of the problems propelling the issues surrounding gender equality on boards, for example patriarchy and stereotypes. Nomination committees have been found to be subject to unconscious or ingrained biases towards individuals of different genders (Choudhury, 2014). Third, the business case, on its own, may not be sufficient for effecting change because the correlation between WoB and financial performance is inconsistent. Interestingly, though, my observation in literature is that female researchers find a link between WoB representation and financial performance (Catalyst, 2005; 2017; Daily & Dalton, 2003; Erhardt, Werbel & Schrader, 2003; Singh et al., 2001), while male researchers do not find any or a negative correlation between WoB representation and financial performance (Carter et al., 2003; Gregory-Smith, Main & O'Reilly, 2013; Randøy, Thomsen & Oxelheim, 2006; Rose, 2007). My observation is that this debate is also gendered, with each research pushing its own agenda without taking care to 'fix the problem' of WoB underrepresentation and its underlying causes.

### **2.5.3 Integration of the business and equality arguments**

I agree with Choudhury (2014) that overall, initiatives to increase the number of WoB should be rationalised in both the equality and the business case. Choudhury (2014) presents his argument in three parts. First, by reviewing government's promulgations at addressing low WoB and given the weaknesses of their efforts in monitoring, he argues for improving the rationales for government's promulgations as a way to stimulate normative changes in companies. Second, it is imperative to argue for both the need and the particular benefits of an equality rationale (consistent with feminist goals) by drawing from the equality rationale, before offering a reoriented business rationale. Third, by scrutinising methods by which WoB can be fostered that align with the equality and the reoriented business rationales, he concludes that while quotas do not necessarily accord with the earlier offered rationales, there are several other mechanisms that do, such as a focus on TM practices to integrate women in a patriarchal environment. In line with this argument, Brammer et al. (2007) as well as Luckerrath-Rovers (2015) present both the business and the moral cases into arguments for equal opportunities and equal representation, and this becomes the

argument of my research for the recruitment, development and retention of women to be based on both the equality and the business case. Table 2.3 shows that both business and equality arguments can be justified based on equal opportunities and representation.

**Table 2.3: Business and equality arguments**

	<b>Business arguments</b>	<b>Equality arguments</b>
<b>Equal opportunities</b>	The business case for equal opportunities for women focuses on the fact that the absence of women is suboptimal for the company. Failure to choose the most suitable candidate affects the financial performance of the company. If certain valuable qualities are not evenly distributed among demographic groups, the company is structurally denying these qualities by excluding women from decision-making positions.	Moral arguments for equal opportunities are based on the idea that it is wrong to keep individuals from the board simply because of gender or race, regardless of ability. This is a form of discrimination.
<b>Equal representation</b>	Business arguments for equal representation refer to the direct and indirect interest the board has in reflecting demographic characteristics of stakeholders of the company, such as consumers, employees and investors.	The underrepresentation of women and other groups on boards excludes these groups from economic power, and should be ended. This argument is somewhat similar to arguments for voting rights for all. The presence of more women on the board would be a more just and equitable outcome for society.

Source: Luckerrath-Rovers (2015:81)

Gregory-Smith et al. (2013) firmly assert that the equality case views gender equality as inherently valuable in and of itself, therefore it does not require justification by citing performance effects (consistent with, for example, the views of Brammer et al., 2007, Choudhury, 2014 and Luckerrath-Rovers, 2015). I argue that the rationale for WoB should be seen from both perspectives, as the right (moral) and the bright (business case) thing to do rather than from a single point of view. Therefore, in this research, feminist bias and the rhetoric need to be distinguished from the substance. The crux is that legislation is imperative to persuade those who control TM to recruit, develop and retain WoB; however, it must be done in a meaningful way.

**2.6 THEORETICAL PERSPECTIVES**

Botha (2017) notes that no single theory can be used to explain women’s continued marginalisation in organisations. I used the suggestion of various authors to approach my research from a multi-theoretic approach (Boyd, Haynes & Zona, 2011; Ellwood &

Garcia-Lacalle, 2015; Wellens & Jegers, 2013; Zona, 2013). I also used various gender theories to examine the position of women in organisations (Adams & Ferreira, 2009; Bear, Rahman & Post, 2010; Lucas-Perez et al., 2015; Tennant & Tennant, 2008). In sum, I studied theories of corporate governance, gender identity, board gender equality and feminist theories to understand the position of women and other marginalised groups that influence recruitment, development and retention. Similar to Terjesen et al. (2009), I identified the major theoretical perspectives in WoB research and found that in most cases they are consistent with the feminist mode of inquiry and offer theoretical perspectives that describe women’s low representation on boards. They focus on the individual level, board level and organisational level. I also found that these theories explain the continued marginalisation of women even when they are recruited to boards, which affect their development to and retention in boards. This multi-theory analysis is described in Table 2.4 below.

**Table 2.4: Multi-theoretic approaches to studying the position of WoB and implications on talent**

<b>Theory</b>	<b>Rationale</b>	<b>WoB studies authors and year</b>	<b>WoB studies tenets</b>	<b>Implications of talent: Inclusive/exclusive General/specific Fixed/malleable</b>
<b>Agency theory</b> Jensen & Meckling, 1976	The need to appoint independent directors to successfully perform monitoring duties	Lucas-Perez et al., 2015 Isidro & Sobral, 2015	Advocacy to include women as independent directors to execute effective monitoring	Talent is sourced externally Talent of women as ‘good monitors’ Talent of women confined to independent roles Focus on internal talent is limited, promoting glass ceilings  <b>*Fixed</b>
		Stephenson, 2004 Burke, 1997	Women found as effective monitors, more so than men	
		Daily et al., 1999 Kesner, 1988	Women as good monitors means external appointments, likely to be independent directors	
<b>Resource dependence theory</b> Pfeffer & Salancik, 1978	Organisations are ‘open systems’; there is interdependence between the organisation and its external environment	Johnson, Daily & Ellstrand, 1996 Pfeffer & Salancik, 1978 Hillman & Dalziel, 2003 Isidro & Sobral, 2015	BoDs as links of facilitating access to resources that are vital for the success of the organisation	Talent of women is in various expertise, not only as monitors
		Kakabadse & Kakabadse, 2008	Women possess human capital (directors’ advice,	

Theory	Rationale	WoB studies authors and year	WoB studies tenets	Implications of talent: Inclusive/exclusive General/specific Fixed/malleable
			skills, expertise) and social capital	
		Luckerrath-Rovers, 2015 Bilimoria, 2000	Women as insiders and support specialists enable external legitimacy	<b>*Inclusive</b>
<b>Shareholder activism</b> Bethel & Liebeskind, 1993	Shareholders with significant ownership positions have both the incentive to monitor executives and the influence to bring about changes they feel will be beneficial	Farrel & Hersch, 2005	Shareholders may demand a better representation of WoB as a response to internal preferences and external pressure for greater inclusion	Shareholders can enforce effective TM  <b>*Inclusive</b>
<b>Institutional theory</b> Meyer & Rowan, 1977	Role of societal institutional pressures on organisational actions, emphasising the importance of organisational legitimacy	Carrasco et al., 2015 Bilimoria, 2006 Gregoric et al., 2017 Allemand et al., 2015 Grosvold, Brammer & Rayton, 2007 Partboteeah, Hoegl & Cullen, 2008	The visible presence of female directors enhances a firm's legitimacy	Talent development for organisational legitimacy  <b>*Inclusive</b>
<b>Stakeholder theory</b> Freeman, 1984	Stakeholders can affect or are affected by the achievement of an organisation's purpose	Harjoto, Laksmana & Lee, 2015 Magnier & Rosenblum, 2014	BoDs play an important role in overseeing management's plans to balance the interests of multiple stakeholders	Talent development for the interests of stakeholders
		Ellwood & Garcia-Lacalle, 2015 Francoeur, Labelle & Sinclair-Desgagne, 2008	Incorporating stakeholder interests of gender diversity, the board can be a tool to balance the diverse goals of stakeholders	TM as stakeholder pressure
		Ellwood & Garcia-Lacalle, 2015 Francoeur et al., 2008	Board composition is important to secure different stakeholder interests	
		Gregoric et al., 2017 Fields & Keys, 2003	The pressure on organisations to appoint female directors comes from a broad set of stakes	<b>*Inclusive</b>



Theory	Rationale	WoB studies authors and year	WoB studies tenets	Implications of talent: Inclusive/exclusive General/specific Fixed/malleable
<b>Power perspective theory</b> Jensen & Werner, 1988	Addresses the potential conflict of interests among executives, directors and shareholders	Cannella & Shen, 2001	CEOs can exercise influence over the succession process by dismissing possible successor candidates	Talent development can be hindered/supported by those in power
		Daily, 1995	CEOs are mostly men, and they have been found to prefer and appoint candidates on the board who have the same identities	Talent is a 'fixed' preference according to people of same identities – similar to social identity theory
		Kakabadse et al., 2015	CEOs/board chairs can control the recruitment of directors using the power they have, and also promote a specific culture	TM relies on the support of the CEO and board chair <b>*Fixed</b>
<b>Theory on gender differences</b> Acker, 1990	Hierarchies of power are deeply embedded in gender difference	Westphal & Milton, 2000	Minorities such as women may have limited opportunities to attain power in boardrooms	Talent varies and is exercised based on difference (e.g. gender)  <b>*Fixed</b> <b>*Specific</b>
		Palvia, Vahamaa & Vahamma, 2015	Women are conservative in boardrooms	
		Huang & Kisgen, 2013 Faccio, Marchica & Mura, 2013	Women are less likely to make risky decisions than men	
		Post & Byron, 2015	Women apply stricter ethical standards than men	
		Boulouta, 2013	Women demonstrate empathy-based responses	
		Adams & Ferreira, 2009 Zhu, Small & Flaherty, 2010	Women embrace their fiduciary responsibility	
		Leblanc & Gillies, 2005 Singh, 2008 Pesonen, Tienari & Vanhala, 2009	Women focus on questioning the old rules and games, seeking change rather than consensus	
		Ricketts, 1991	Women are straight, no-nonsense and tend to take the moral high ground more than men	
	People identify with people like	Torchia, Calabró & Huse, 2011	As members of the outgroups or	



Theory	Rationale	WoB studies authors and year	WoB studies tenets	Implications of talent: Inclusive/exclusive General/specific Fixed/malleable
<b>Social identity theory</b> Tafjel & Turner, 1979	themselves and will show a preference towards those whom they perceive as members of their in-group, and can view themselves as competition to those they consider as out-groups		considered tokens, women may be perceived negatively, doubted or not trusted	Talent is based on social identity construction  <b>*Fixed</b> <b>*Specific</b> <b>*Exclusive</b>
		Westphal & Milton 2000	Being a small minority may reduce the possibility of female directors to have a positive influence in the boardroom, and the extent to which women can contribute effectively may depend on whether they are accepted as full group members ('in-group') as opposed to being an 'out-group' of the board	
		Westphal & Milton, 2000 Tanford & Penrod, 1984	Tendency to listen more to the men as the majority (in-group) members' views and reject the ideas that come from women as the minority representatives (out-group)	
<b>Social role theory</b> Eagly, 1987	Men and women behave according to stereotypes and beliefs; associated with the social role they occupy	Jago & Vroom, 1982	The behaviour of men and women is assessed differently in boards	Talent is viewed by the social role people occupy  <b>*Fixed</b> <b>*Specific</b> <b>*Exclusive</b>
		Carrasco et al., 2015	Male behaviour in boards reinforces men to be associated with dominance, rationality and assertiveness, while women's behaviours may be taken as emotional	
		Boulouta, 2013	Men and women in the same organisational positions face different pressures to comply with gender roles	
<b>Token theory</b>	Appointment of one or two	Arfken et al., 2004	Boards that appoint only one woman on	

Theory	Rationale	WoB studies authors and year	WoB studies tenets	Implications of talent: Inclusive/exclusive General/specific Fixed/malleable
Kanter, 1977	women signals tokenism	Kanter, 1977 Burgess & Tharenou, 2002 Branson, 2007 Kogut et al., 2014 Broome, 2008 Torchia et al., 2011	lead scholars to believe that the appointment of a woman was due to tokenism in order to satisfy social pressure or the perception of inclusion	Tokenism undermines the talent of minorities  <b>*Fixed</b> <b>*Specific</b> <b>*Exclusive</b>
		Elstad & Ladegard, 2012 Gustafson, 2008 Parker, 2007 Stevenson & Radin, 2009 Huse & Solberg, 2006	On a board, men may be less inclined to share information with women, and may exclude the tokens from social interaction outside the boardroom	
		Huse & Solberg, 2006 Broome, 2008 Lansing & Chandra, 2012	Women regarded as tokens may find it more difficult to voice their opinions	
		Ashfrod, Rothbard, Piderit & Dutton, 1998 Maume, 2011	Women regarded as tokens may find it more difficult to influence decisions	
		Eagly & Carli, 2007 Eagly & Karau, 2002	Women's fitness for boards is often challenged, leading to negative evaluations of women irrespective of their preparation, ability or performance	
		Ibarra, 1992 Mathisen, Ogaard & Marnburg, 2013	Being labelled tokens, female directors may feel uncomfortable and isolated, with low self-confidence	
		<b>Role congruity theory</b> Eagly, 2002	Perceived incongruity between women gender roles and leadership roles leads to two forms of prejudice: (1) perceiving women less favourably than men, and (2) evaluating leadership roles	

Theory	Rationale	WoB studies authors and year	WoB studies tenets	Implications of talent: Inclusive/exclusive General/specific Fixed/malleable
	of women less favourably than that of men			
<b>Critical mass theory</b> Kanter, 1977	The nature of group interactions depends on size; using three WoB as a minimum suggests a different definition of equality as a numerical goal	Kogut et al., 2014	The critical mass is deemed as a measure for women to be powerful and have sufficient power to break up the 'old boys' clubs'	Talent recognised based on 'size' – the numbers of the majority  *General *Inclusive *Malleable
		Joecks, Pull & Vetter, 2013 Elstad & Ladegard, 2012 Jia & Zhang, 2013 Post, Rahman & Rubow, 2011 Torchia et al., 2011	Three women strengthen male directors' perceptions that the women were recruited for their talent rather than their gender, which enables women to wield enough power to influence decisions	
		Konrad, Kramer & Erkut, Kramer & Konrad, 2008	Minorities such as women are more likely to speak up and state their disagreement with a strong majority when they know they have an ally in the room	
		Nemeth, 1986 Post et al., 2011	Men tend to consider women's contributions only when their opinions are similar	
<b>Upper echelon theory</b> Hambrick & Mason, 1984	Organisational outcomes are viewed as reflections of the values and cognitive bases of powerful actors in the organisation	Ellwood & Garcia-Lacalle, 2015	It is not merely the presence of WoB that may influence performance, but also the position they hold on the board As leaders of the organisation, both the board chair and the CEO are key elements for TM performance	TM based on who holds power  *Fixed *Specific *Exclusive

Source: Own compilation

From Table 2.4 above, I explain the implications of these theories for studying TM in organisational, societal and individual terms. In organisational terms, while some WoB studies use the agency theory to argue for the business case of having women as

independent directors, it confines women to independent roles, unlike executive roles, where in fact talent can be nurtured from within, creating glass ceilings. Therefore, appointing women as independent directors leaves no internal talent for nurturing. Unlike the agency theory, WoB scholars arguing for the resource dependence theory hold that women possess human and social capital as insiders (executives) and support specialists who have various skills and expertise. WoB scholars have used the power perspective theory to understand how positions men hold, for example as CEOs, can influence or not influence gender equality in terms how they execute succession plans. In addition, CEOs and board chairs can use the power to control recruitment, thereby promoting social identities with which they identify. Similarly, the upper echelon theory is used by scholars to demonstrate that the positions directors hold on boards influence the power they have. For example, the persons who occupy board chair or CEO positions are likely to have power to influence decisions. Likewise, the placing of directors in influential committees has an effect on how female directors exercise their power. Committees such as the nominations, audit, finance, risk and remuneration committees are committees where critical decisions are taken.

In addressing the concerns of society, WoB scholars use institutional and stakeholder theory to demonstrate how various institutions and stakeholders may provide the pressure to influence gender equality. While gender equality within this pressure may address the concerns of various stakeholders and institutions, if talent is not nurtured and TM is not seen as a business imperative and the culture does not support such initiatives, women will still be subject to gender-resistant networks. Similarly, WoB scholars use shareholder activism theories, where shareholders may demand better representation of WoB based on either internal preferences or external pressure for greater inclusion of women. However, this basis may again fail to determine the correct culture for talent nurturing. Other scholars use the token theory to contend that appointing one or two directors on boards is not convincing and can be claimed to be tokenism to satisfy social pressure of inclusion.

At individual level, some WoB studies use the theory on gender differences to depict specific differences between men and women, which proves women as valuable contributors to the board and supports the business case. Other scholars use the social identity theory to explain how the way people identify with similar persons may affect

the integration of women in boards. The basis is that women can contribute to groups/boards according to the extent to which they are accepted as members of the in-groups (majority). Some WoB studies applied the social role to demonstrate how men and women are assessed differently in boards according to stereotypically socially constructed roles, such as women as nurturers and men as rational, which reinforces inequalities. Tokenism theory in WoB studies also shows the pressures those marginalised may face because of being referred to as token appointments. The challenges include low confidence levels, an inability to challenge or influence decisions and unfair or negative evaluations. Critical mass theory WoB scholars believe that the critical mass (three or more women) is deemed as a measure for women to be powerful to influence decisions. The limitation of the critical mass theory is that it postulates that men will consider women's opinions only when they are similar. However, the question is how the critical mass will make an impact when women do not agree with one another by virtue of principle and not based on gender or race.

This multi-theoretical study was set to demonstrate the position of WoB by explaining reasons for glass ceilings, why women in boards are low in numbers, what role expectations they carry, what challenges they face on boards on account of their identities and the implications on their talent.

## **2.7 FEMINIST THEORY**

Feminist theory cites patriarchy as the social system that has given men domination over women throughout history (Jones, 2000). As a result of patriarchy, in all societies men dominate higher positions and roles, which gives them power and authority Goldberg (1999:54). Influenced by patriarchy, the traditional inferior role of women in the societal environment still resonates in the world of work (Jones, 2000). Barker (2012) states that the androcentric culture places the male and the masculine point of view as the centre of the world, and this contributes to the oppression and identity of women, some men and other marginalised groups and forms the basic premise of all feminist theory (Clifford, 2002; Jaffe, 2010; Jones, 2000).

Among researchers, feminism definitions do not bring about a consensual approach to its understanding and description (Hekman, 2015; bell hooks, 2000; Letherby, 2003). Various authors have distinguished different feminist practices (Barkan, 2012; Hesse-

Biber, 2013; bell hooks, 2000; Lorber, 2010; Thomas & Davies, 2005), which are broadly categorised into three classifications: gender reform feminism, gender-resistant feminism and gender-revolution feminism (see Nienaber & Moraka, 2016 for a detailed review). Furthermore, approaches to feminism vary according to various agendas (Barker, 2012) and hold multiple interpretations of feminism, but are also subject to limitations (Botha, 2017). However, they are all consensual that women and men should have equal opportunities in all spheres of life (Barkan, 2012; Stone, 2007), noting further that equality does not imply equity, as equality recognises differences in people regardless of gender, sex, class, race and religion, which feminism holds (bell hooks, 2000). Paramount to feminism is understanding why women continue to be socially marginalised by men (Lorber, 2010) and “to explore political and social practices in order to bring about reform” (Grogan, 1996:33). As such, feminists are concerned with undertaking research *for* women rather than *about* women (Letherby, 2003). It does so by making methodological transparency essential so that the research process and the product are clear and open to critical scrutiny by others (Hesse-Biber, 2007; Letherby, 2003).

### **2.7.1 Feminist theory used in this study**

As previously discussed in Section 1.7, the underlying theory that guided this study was African feminism, which pinpoints the significance of studying the condition of women and men in an African setting by taking into account each country’s history of colonisation, which also affects culture and the construction of social identities. Many post-colonial countries still have traces of colonialism, which is witnessed by the disparities in power relations (Goldman, 2016). A weakness in gender studies is the assumption that all previously colonised countries share a similar history and consequences of their contact with Europe (Banerjee, 1999), disregarding varying cultural and historical differences in various countries (Goldman, 2016:18; Nkomo & Ngambi, 2009). Steady (2007) calls for researchers to study women and gender in Africa through a critical analysis after noting the predisposition of researchers who also use Eurocentric frameworks to study women and gender in Africa, assuming identities of women to be the same everywhere, as previously discussed. I argue that although all women are marginalised in boards globally, their constructed identities (how they view themselves and the world) are different in both non-colonial and post-colonial

countries, as will be their experiences. As the philosophical and social identities of women are concerns of feminism (Hekman, 2015), it is therefore imperative for researchers not to standardise the experiences of women (and men) in post-colonial African countries and non- African countries, as the status of women also depends on culture (Nkomo & Ngambi, 2009) and other forms of oppression, which are distinct to their contexts. Nkomo and Ngambi (2009) recommended feminist research that focuses on building theories, as existing theories and research methods in many studies analysed depended on Western constructions and dialogue and few African paradigms and research on gender identity in Africa. As a result, studies for women in leadership positions in Africa should include the socio-historical, political, economic and cultural context in Africa (Jackson, 2004; Nkomo & Ngambi, 2009).

It is encouraging that feminist scholars of colour and white feminist scholars have both agreed that much feminist research was about white, middle-class women, disregarding that gender is complicated by class, race/ethnicity and other diversity aspects (Acker, 2006; Booyesen & Nkomo, 2006; Dlamini, 2016a; bell hooks, 1981). While there is still a long way to go, the importance of intersectional analysis has been acknowledged (e.g. Bell & Nkomo, 2001; Booyesen & Nkomo, 2009; Collins 1995; Dlamini, 2013; 2016a; Fenstermaker & West, 2002; Weber, 2001). Furthermore, successful comprehension of aspects of difference and their concurrent inequality constructions is challenging to study (Acker, 2006; Weber, 2001). African feminism therefore automatically accounts for intersectionality analysis. The benefit of this research is that women (and men) of all races in a South African context interviewed accounted diverse experiences in a unique post-colonial setting. Although the interviews per subgroup were relative small in number, they are likely to be meaningful for others in similar situations, but not necessarily representative. However, I made the methodological approach transparent and consequently personal reflections were important, which I report on at the end of the thesis.

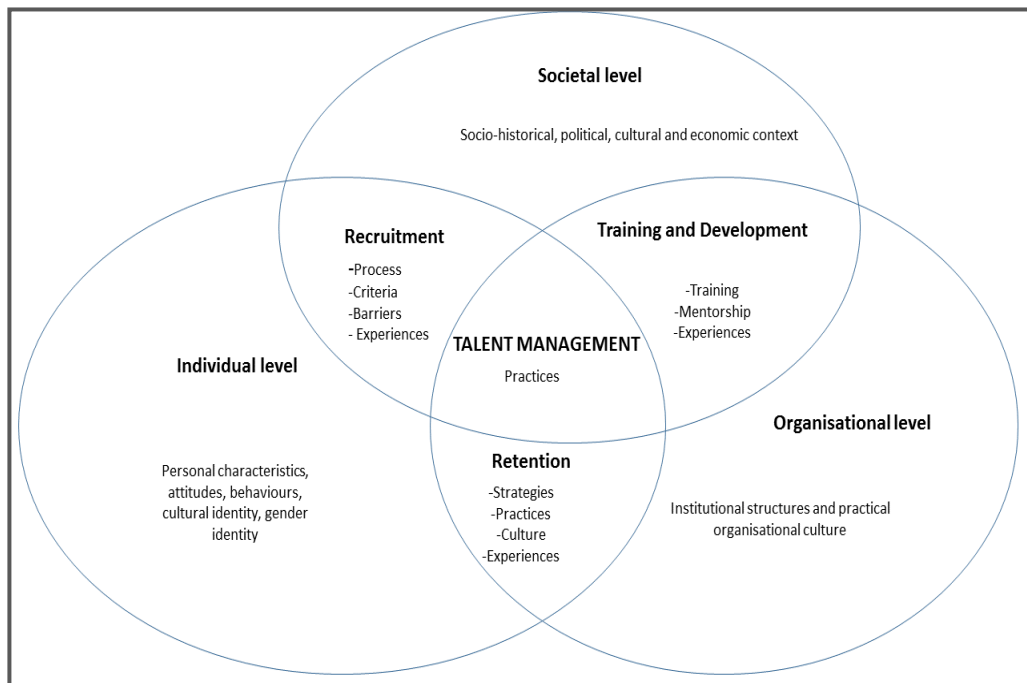
## **2.8 INTEGRATED THEORETICAL FRAMEWORK**

Literature on TM on boards lacks integration of the recruitment, development and retention of directors to understand how men and women experience each aspect in relation to their identities. Perhaps this is because very little research is available on how directors are recruited to the boardroom (Grosvold, 2009; Storvik, 2015; Terjesen

et al., 2009; 2015). Even so, the criteria used to appoint directors are limited in research, while only few studies focused on factors facilitating the recruitment of WoB. Little is known of women talent development for board positions and what factors affect their retention. However, most research (but outside the African context) is founded on extrapolating on the barriers to the recruitment of women (Glass & Cook, 2016).

Indeed, in my literature search I discovered that much is written on the barriers affecting the recruitment of female directors (also outside the African context), which is categorised into organisational, societal and individual levels (Budhwar & Sparrow, 2002; Chadha, 2002; Eyring & Stead, 1998; Fitzsimmons, 2012; Kulkarni, 2002; Nath, 2000). Similarly, major theoretical perspectives in WoB research are in most cases consistent with the feminist mode of inquiry and offer theoretical perspectives that describe women's low representation on boards (Terjesen et al., 2009). They focus on the individual, board and organisational level (see Section 2.3 or Terjesen et al., 2009). Coincidentally, Nkomo and Ngambi (2009) and Jackson (2004) advise that feminist researchers should apply the meso-level approach to connect organisational structures and practices (macro level) with gender identity (micro level). Their premise is based on the greater considerations for feminist theories to view gender as system, identity and power relations between men and women (Ely & Padavic, 2007). Hence, studying gender and women in leadership positions in Africa should include the distinctive socio-historical, political, economic and cultural perspective in Africa, as previously discussed, and therefore the meso-level framework should integrate the individual, organisational and societal levels (Nkomo & Ngambi, 2009). As this research was based on the South African context, which is unique, the meso-level method was used to integrate TM aspects (recruitment, development and retention), as shown in Figure 2.2 below.





**Figure 2.2: Integration of talent management constructs within the meso-level framework**

Source: Own compilation

## 2.9 RECRUITMENT OF DIRECTORS

As stated above, much has been written on the barriers affecting the recruitment of women to boards, which is categorised into organisational, societal and individual levels. The limitation of the literature to follow is that the experiences of these barriers are extrapolated from global literature, and not from the African context. Nonetheless, it provided an opportunity to explore the context of director recruitment, which can either be confirmed or extended, and provided new insights into thematic analysis in the context of this study.

### 2.9.1 Organisational level

In this section, I explore the work already done on the recruitment of directors by identifying the process, criteria, barriers and experiences reported in literature. The data analysis also entailed assessment of the same discussions, but in the South African male-dominated industry context.

- **Glass ceilings**

Organisational aspects are reflected in some organisational practices, which locate women in non-strategic positions for career progression to boards (Adler, 1993; Anand, 2014; Vassell, 2003). This discriminatory practice has long been termed the 'glass ceiling', whereby an invisible barrier is used to deter women from progressing to highest positions in organisations (Barr, 1996; Fisher, 1992; Himmelstein & Forest, 1997; Morrison, White & Van Velsor, 1992), such positions being reserved for white men (Baxter & Wright, 2000:276). In addition, the gendered social system strategy by men and for men has programmed work roles by gender, enabling direct discrimination and stereotyping (Terjesen & Singh, 2008). Arfken et al. (2004) equate glass ceilings to glass walls, whereby women are visible in terms of certain positions and fields, such as human resources and other support roles. Bjerk (2008) presented a model that shows that men are responsible for recruitment and promotion in organisations, making it more challenging for women to endorse their competence than for men. Glass ceiling indicators were also found from Ragins et al.'s study (1998:34–35), whereby female executives reported on "male stereotyping, exclusion from informal networks and inhospitable corporate culture", while male CEOs reported on the lack of management and board experience of women. However, Nekhili and Gatfaoui (2013) report that the glass ceiling still continues even when women possess suitable qualifications, skills and experience to occupy board positions. Some studies report that women face a double glass ceiling even in board-level positions, such as appointment as independent directors or membership in less influential committees (Li & Wearing, 2004; Vinnicombe, Sealy, Graham & Doldor, 2010). Executive directors (EDs) and presence in influential board committees such as finance, audit and nomination committees are considered high-ranking in the boardroom due to the exceptional expertise, skills, responsibilities and duties they encompass (Nekhili & Gatfaoui, 2013).

- **The 'old boys' network**

Enhancing glass ceilings, a male-dominated culture exists in the boardroom, found to hinder the development of WoB (see Hawarden, 2010 for a complete review). The 'old boys' network is branded as white, upper (or upper middle) class men usually in their established age with reputable informal networks through which influential favours are

traded and obstacles to include women are instituted (Barker, 2012). In this space, board memberships are regarded as a grant of special treatment to old friends, who had voluntary or advice-giving roles or were chosen for the reputation they enjoyed in society (Hawarden, 2010). The old boys network is similar to a concept termed 'homophily', which involves preference of appointing like people who associate with one another according to their social identities (Furst & Reeves, 2008; Goodreau, Kitts & Morris, 2009; Gregoric et al., 2017). According to Adams, Flynn and Wolfman (2014), homophile boards are sustained by (1) the recruitment process, (2) traditional inclinations to recruit current or former CEOs, (3) the strength of embedded boards and (4) the attitudes of management and the board that determine the culture of the organisation. These boards enjoy strong networks among their actors (Perrault, 2015) as well as communication and sharing of information between the actors in the network (Ibarra, 1995; Sorenson & Stuart, 2008). The old boys network or homophiles operate within a system whereby the nomination committee network uses a common recruitment approach known as 'shoulder tapping' (Burke, 1997; Gregoric et al., 2017; Hawarden & Marsland, 2011; McGregor, 2003). A number of studies (Burke, 2000; Gregoric et al., 2017; Mattis, 1993; Nekhili & Gatfaoui, 2013) suggest that the selection process for directors follows the rigid dogmatism of boardrooms characterised by a network of men who control the recruitment process. Even the recruitment of female directors is executed through the networks of men (Heidenreich, 2010). I agree with Nekhili and Gatfaoui (2013) that nomination committees using irregular shoulder tapping further institute a non-transparent recruitment process in the assessment of the suitability of applicants, promoting inequalities and further discrimination of women.

- **'Queen bee' behaviour**

Queen bees have been theorised as women in influential positions who show aversion to other women and often deliberately hinder their progression (Gatrell & Cooper, 2007:66; Hawarden, 2010). Queen bees enjoy a high pay and societal success, which may involve favour from men, corporal appeal and respectable marriage or family networks (Hawarden, 2010). As 'women above the glass ceiling' queen bees relate success factors (individual qualities) to be promoted to dominant positions to the same success factors used by men (Davies-Netzley, 1998). The queen bee is detrimental to the success of other women, as it propagates the ethos of blaming women for their

lack of success while maintaining a male-dominated board culture (Mavin, 2006). Kang, Cheng and Gray (2007) enlighten on the possibility of difficulties to establish queen bee behaviour. They believe that queen bee behaviour can be reinforced by two factors: (1) situations whereby women are perceived as improbable to be part of the old boys network, giving them allowance to be independent but deficient in power, unlikely to challenge the status quo, and (2) situations where women have a good understanding of the market place and they are appointed to provide 'the women's point of view'. In this instance, only one woman may be required (Hawarden, 2010). Following this line of thought, it is difficult to establish or in some situations unfair to refer to women who are the only member on the board as queen bees. Although they have a seat in the boardroom, it may be difficult for them to influence decisions, hence evaluated as oblivious to supporting other women.

- **'Trophy' directors**

Branson (2007) also presents the concept of the women 'trophy director', a concept similar to that of the queen bee, but this one having celebrity status. He defines this as "one who occupies four or more seats at publicly held corporations" and super-trophy directors as holding six or more seats on corporate boards (Branson, 2007:52). To be a women 'trophy' director is a mark of great distinction in the global business world (Hawarden, 2010:66) and Branson (2007) suggests that the label 'golden token' should be given to such women. As a way to the boardroom, golden token approach creates places for only a few talented women and excludes all the other women. On average, women interviewed in the current study held more than four board positions, implying that these women are trophy directors.

- **Biased recruitment criteria**

Organisational practices also signify biased recruitment criteria that favour men (Pearce & Zahra, 1992; Szydlo, 2015). The recruitment criteria used to appoint directors are in question whether they are based on skills, experience and performance (Ellwood & Garcia-Lacalle, 2015). This critique is based on arguments that most board appointments are not formal and transparent and are open to bias (Jenkins, 2012). Excuses still exist that women lack the necessary qualifications and occupational experience to be appointed to boards (Burke, 2000; Storvik, 2015). Marshall (2001)

pronounces that efforts to recruit women for boards are stymied by debate over qualifications. However, more studies are showing that different and higher expectations hold for women to be appointed on boards (Singh, Terjesen & Vinnicombe, 2008), as was pointed out previously. As a result, research corroborates the need for women to be highly educated to become directors, but also authenticates that female directors are even more highly educated than male directors (Catalyst, 2005; Campbell & Mínguez-Vera, 2010; Hillman et al., 2002; Simpson, Carter & D'Souza, 2010; Singh et al., 2008). In my 2013 master's degree study, I found that out of 63 women who sat on JSE-listed boards, 34.9% possessed qualifications in finance, 19% held law degrees, 11.1% possessed arts degrees and 9.5% possessed economics qualifications. The studies of Burke (1997), Sheridan (2002) and Singh and Vinnicombe (2004) in Canada, Australia and the UK showed that higher education was more prevalent among female than male directors in all three countries, as was extensive business experience. These realities show that especially where women do not possess the required level and type of education to become a director, they cannot be appointed on company boards, while men can be (Allemand et al., 2015). Even if women possess relevant educational qualifications for board appointments, "they continue to be blocked in their rise to the top" (Bilimoria & Piderit, 1994:1471). This implies that lack of qualification is artificialised to hinder women and promote inequalities.

Furthermore, recruitment executives occasionally elect board members to make a link to other businesses, government or social organisations (Pfeffer, 1973). This further presents limited opportunities for women to be elected internally, but only externally on BoD. Multiple directorships or the high visibility of directors is a significant element, which signifies the possible advantages to the firm of enriched experience. It also specifies access to information and of business contacts with outside directors (Burgess & Tharenou, 2002; Fama, 1980; Harris & Shimizu, 2004; Nekhili & Gatfaoui, 2013; Vafeas, 1999). It can therefore be suggested that most women appointed externally are used to suit a certain agenda, such as access to other networks, other than their valued contribution or to bridge gender inequalities.

- **Informal recruitment process**

Most research found that organisations still heavily depend on informal, unregulated appointment and closed processes involving a few members of the male-dominated elite and that women are not part of this key decision-making tie (Claringbould & Knoppers, 2007; Gregoric et al., 2017; Szydlo, 2015). Networks are a powerful source of recruitment to board memberships; using informal networks to recruit board candidates (Adams & Ferreira, 2009) instead of advertising positions hinders the appointment of women. Adams et al. (2014) investigated whether board searches are 'active' or 'passive'. They found that in active searches, boards give high importance, time and effort to board progress and succession processes relative to the search for candidates. In active searches, executive search firms are used, but the directors themselves remain intimately involved throughout the process. However, passive searches can also take place, for instance when the name of the preferred 'attractive' candidate emerges and no much input is sourced from the board. Adams et al. (2014:2) contend that female representation on corporate boards "is likely to be higher when searches are inclusive and active, both of which are in the hands of the board". However, literature shows that the recruitment process is informal with heavy reliance on networks.

### **2.9.2 Societal level**

Societal barriers emanate from the social construction of gender roles consigned to women and men's responsibilities and expectations. Women have traditionally been constructed as nurturers and caregivers as opposed to being critical, logical and tough. Therefore, to be socially accepted, men and women incline to consent to stereotypical roles. In her book *The second shift*, Hochschild (1989) reports that women feel more strained than men with triple responsibilities of their job, children and housework. Men, on the other hand, often portray dominant attitudes and responsibilities in economic contribution (Eagly & Karau, 2002; Furst & Reeves, 2008). These gender role stereotypes do not only affect perceptions women hold about themselves, but also how men perceive women (Liu, 2013). The hypothesis about women is that their priorities are greater than that of men in non-labour work such as household tasks and childcare, and therefore they are more likely to leave the labour market as a result of childbirth-related career interruptions or family responsibilities (Smith, Smith & Verner, 2013).

Women roles automatically cause them to prioritise between marriage and career, or to balance family and work (Budhwar & Boyne, 2004; Kulkarni, 2002; Matsa & Miller, 2011; Naqvi, 2011). Regarding women who balance family and work, Hochschild (1989:10) notes as follows:

Sadly enough, women are more often the lightning rods for family aggressions aroused by the speed-up of work and family life. They are 'villains' in the process of which they are also the primary victims. More than the longer hours, the sleeplessness, and feeling torn, this is the saddest cost to women.

What makes women villains and victims is the expectation that women can be 'superhuman and manage it all' while they do more than men, and women are mainly the ones to absorb the speed-up in job and family responsibilities (Hochschild, 1989:8).

### **2.9.3 Individual level**

- **Access to networks**

Network analysis literature has shown that networks are significant for women seeking board appointment (De Jonge, 2014; Galaskiewicz & Wasserman, 1994). This implies that boards focus on networks rather than merit in recruitment, which may disadvantage women. Bray (2012) reports that women are not as actively involved in networking as men, which contributes to different career paths and thereby places women at a disadvantage. However, the roles women occupy in families cause them to face time and access barriers to networking (Adams & Ferreira, 2009; Smith et al., 2013), which I established is utilised informally to recruit board candidates.

Hawarden and Marsland (2011) state that female directors are found in the largest components of the network; however, they differ from men in how they use networks and how they send signals of what they desire (Hawarden & Marsland, 2011; Smith et al., 2013). In one study (Tennant & Tennant, 2008); a participant stated that women do not do whatever it takes to pursue board positions. While some confidence barriers are reported, I regard that the inhospitable culture of male dominance characterised by stereotypes contributes to this. Women are reported as being hesitant in what they want, while men can be direct easily (Smith et al., 2013). Another reason is that female executives do not socialise more than male executives because of differing networks and are not invited or do not accept invitations as readily as men do (Smith et al.,

2013:386), which is consistent with a previous observation in this regard (Perrault, 2015). Furthermore, Sandgren (2012) argues that traditional approaches to networking, coaching or mentoring, which were developed in male-dominated industries, may not necessarily work for women. Some women lack confidence and feel the need to prove themselves to fit in and adjust their behaviours to be accepted (Kakabadse et al., 2015).

- **Individual bias**

Lansing and Chandra (2012) report that most women are fearful and less assertive particularly in salary negotiations and requesting for a promotion or a better salary, while most men can do so easily. Women were also reported to be hesitant in asking for favours with the fear of being labelled as pushy. Bilimoria (2006) also reports that women admitted fear of being regarded to be advancing a feminist agenda or as being one-sided and being condemned for their viewpoints. Bradshaw and Wicks (2000) found that the structural gendered nature of boardrooms poses challenges to female directors to actively transform dominant institutional organisations. Self-bias was further reported by Keefe and Zehner in a 2011 editorial titled “Saying ‘no’ to all-male corporate boards”, and observed that shareholders, including women, often elect male board members (Keefe & Zehner, 2011). Keefe and Zehner found that women have the opportunity to choose candidates for boards, yet some women prefer men. They further state that even though it is not intended, women are also gender-biased in a sense that they view CEOs and corporate leaders as men. “This bias soaks into our unconscious, inadvertently propagating gender inequality and old boys networks that continue to hold women back globally” (Sandgren, 2012:24). Furthermore, is the issue of the way we introduce women professionals, such as doctors, academics, artists, etc.: Why is it necessary to say lady/female doctor when we never have to introduce men in the same way?

## **2.10 TRAINING AND DEVELOPMENT OF DIRECTORS**

In the literature review, I found that gender stereotypes, glass ceilings, human resources practices, and training and development initiatives do not support the development of women to advance to boards. Below I discuss training, mentoring and coaching and involvement of men and female directors in boards.



### **2.10.1 Training**

An old study of Tharenou, Latimer and Conroy (1994) reported that women were not exposed to training and development opportunities such as men, which disadvantaged them to progress to leadership positions. A recent study by Kakabadse et al. (2015), which explored the training and development of directors, affirms that constant human capital development is needed to enhance the performance of boards, which they suggest is lacking. These authors suggest that the authentic level of human capital of members of boards varies over time and therefore requires monitoring for a match with the boards' strategic needs. Kakabadse et al.'s (2015) study respondents reported that no budget was allocated for director training and that development entailed learning 'by doing', while a large training budget was allocated to management and staff. Kakabadse et al.'s (2015) female respondents yearned for director training and development and reported that boards often did not deem director training and development as important. They emphasised initiatives of formal programmes of director development through education, training coaching and mentoring (Kakabadse et al., 2015:272). This study revealed that often it was assumed that directors already possess the requisite skills to execute board responsibilities, hence no budget allocation for director development (Kakabadse et al., 2015). It is the contention of these authors that the absence of formal training presumably affects the development of women, unlike male board members.

### **2.10.2 Mentoring and coaching**

Women are furthermore not exposed to mentoring and coaching during their tenures, which disadvantages them in terms of growth prospects (Motshegwa, 2013). Noticeably, in the same study of Kakabadse et al. (2015), women were vocal about the significance of mentorship relationships, which they felt can speedily improve the development of women or other minorities in the boardroom. Furthermore, it was suggested that learning and development orientation was a way of ensuring the success of their development (Kakabadse et al., 2015).

### **2.10.3 Involvement in board committees**

Involvement of women in board committees is a developmental issue, particularly because I established in the literature that some committees are considered more

influential than others (see Hawarden, 2010), such as audit, nomination, governance and remuneration committees (Bilimoria & Piderit, 1994; Mattis, 2000; Nekhili & Gatfaoui, 2013). Moreover, these committees are considered critical functions (Adams & Ferreira, 2009; Kesner, 1988), particularly the nomination committee, in ensuring equal opportunities in boards. Kesner (1988) found that women were represented in lesser influential committees and justified this by implying that women form the minority on the board, and as such they are less qualified because of their shorter board tenures compared to that of men. I suggest that Kesner failed to determine that gender-based bias keeps women off board committees. Bilimoria and Piderit (1994) challenged Kesner's assumption by confirming that women are not on influential committees because of the 'experience-based bias argument', which is discriminatory. Their analysis provided evidence for gender-based bias, where women are appointed to public affairs committees (measured less significant), whereas men are appointed to finance, nomination or remuneration committees, regardless of experience. In essence, being a man qualifies them even if they are too inexperienced to sit in influential board committees. These results are supported by the research of Peterson and Philpot (2007). It is within reason to suggest that membership in these committees offers a measure of bias and discrimination, with women facing double glass ceilings (Bilimoria & Piderit, 1994:1457).

## **2.11 RETENTION OF DIRECTORS**

The South African turnover of board memberships is vast and it is difficult to retain both men and women in boardrooms. One study that examined the retention of directors was conducted by Ozkan and Beckton (2012) in the Canadian mining environment. However, it only evaluated the retention of women in the sector and excluded men, which was important for this study. They found that the retention of female directors in the mining industry is affected by the male-dominated mining culture of limited support for the development of women. The experiences of men have also been left out of the gender conversation, thereby contributing to limited literature on the retention of directors. Some of the literature on retention is discussed below.

### **2.11.1 Gender bias and stereotyping**

The South African context of an inability for retention of women in the mining sector is attributed to gender bias and stereotyping (Moraka, 2013; Moraka & Jansen van Rensburg, 2015; Motshegwa, 2013; Ramahlo, 2014). Nienaber and Moraka (2016) contend that investing strategically in the talent of women through a talent development plan and supporting them will enable women to maximise their full potential and become persons who bring value to organisations. I found that retention barriers are a result of the issues that affect the recruitment and development of women. For example, men's networks strengthened through golf (Glass & Cook, 2016) will posit socialisation challenges for women. Female respondents in the study of Glass and Cook (2016), for instance, reported that they often received direct and indirect messages that golf was a sport for men.

### **2.11.2 Work, family and life management**

The retention of directors on boards is also attributed to how men and women are affected differently in terms of work, family and life balance. Some men would also like to be involved with their children, and in their social constructed responsibilities, as well as policies and practices of organisations discriminate them from those aspirations (Lisa & Schiffrin, 2014). Career decisions of women are affected by compatibility between family and career (Cotterill, Jackson & Letherby, 2007; Hochschild, 1989; Koch, 2015). The lack of flexible hours for women and working conditions make it difficult for these women to advance to board positions or even aspire to work in the mining environment. My assessment of the literature on the retention of WoB reveals that family responsibilities are regarded as women's social role expectations (Cotterill et al., 2007). For women, their career choices involve considerations on how their careers will affect their relations with others, such as children, spouses, partners and friends (Hochschild, 1989; 2003; Mainiero & Sullivan, 2005). Other women opt to focus on child bearing and rearing and some women delay returning to work after child rearing, or never come back (Sandgren, 2012). Men's expectations of women are also realised in the study of Davies-Netzley (1998), who interviewed male directors of whom the majority emphasised that women's family responsibilities should take precedence, while women in the same study reported a conflict between career, work and family. They also admitted that work and family conflicted at some point in their careers. It

appears that not much has changed, for example, Lansing and Chandra's (2012) study presents views that some women (37%) were willing to give up their careers in preference of household duties, because they believe that they may suffer personal costs such as divorce. However, Tennant and Tennant (2008) show that female directors can successfully attend to family obligations as well as their careers. These women revealed the use of nannies, day-care centres or nurseries for childcare and depend on spousal support to manage family responsibilities. Smith et al. (2013) agree that more women are highly educated and that more men are taking part in childcare and household duties.

### **2.11.3 Pay inequalities and the invisible woman syndrome**

Another long-standing view that affects the retention of women is the inequality of pay between men and women (Albrecht, Bjorklund & Vroman, 2003; Koch, 2015). Limited studies are available on the pay of board members; however, Gregory-Smith et al. (2013) assert that EDs or NEDs women are discriminated against when it comes to remuneration.

The retention of women is further affected by the attitudes men hold towards women. Attitudes stem from male board members controlling decision making and dismissing women's contributions (Glass & Cook, 2016; Singh Kang, 2012).

### **2.11.4 Performance pressures**

Literature shows that women's behaviour in boards is also under scrutiny and that their performance is closely evaluated (Peterson & Philpot, 2007; Ryan, Haslam, Hersby & Bongiorno, 2011). Broome (2008) reports that often women feel the need to display an aggressive behaviour to be considered leader-like, but also 'walking a tightrope' to not be considered tough. However, aggressive behaviours of women were found to be risky for women, as different criteria are used to evaluate female and male leadership styles, whereby aggressive behaviour is acceptable for a man but unacceptable when coming from a woman (Hochschild, 1989; Ryan & Haslam, 2007). This different assessments of male and female director behaviours present confusing behaviours for women (Boulouta, 2013; Eagly & Karau, 2002; Heilman, Wallen, Fuchs, & Tamkins, 2004; Jago & Vroom, 1982; Kakabadse et al., 2015; Nelson & Quick, 1985). Hence, in fear of marginalisation and negative evaluations, women display kind, approachable

and compassionate behaviour while men can be assertive without negative evaluation. Women also face negative evaluation when for whatever reason they decide not to help others, even when men behave in a similar manner (Heilman & Chen, 2005).

Incongruity theory explains the challenges women face when they are appointed to boards (Glass & Cook, 2016). Some reported challenges from this study is that women experience inadequate support and allocation of resources as well as subtle hostility to the authority of women from subordinates and colleagues. Experiences of these difficulties bring about performance pressures for women and negatively affect their retention in these organisations (Glass & Cook, 2016). Women are also evaluated by physical appearance related to their high personal care to impress externally, including their weight, hair and fashion choices, mannerisms and a good language accent, by their subordinates, peers and directors, which puts pressure on women and not men (Glass & Cook, 2016).

## **2.12 CHAPTER CONCLUSION**

This chapter provides an integrated literature review on the recruitment, development and retention of directors with a focus on women. One of the major contributions of the review is the theoretical and empirical extensions of previous discussions on the TM of female directors (although discussions are not termed under this terminology in literature). This literature went beyond reporting on the low representation of WoB by focusing on real practices such as societal, individual and organisational practices that enhance or hinder the recruitment, development and retention of female directors. While most research of WoB focuses on the barriers that limit women's representation on boards, a small but growing number of research seeks to identify the conditions under which these barriers might be overcome (e.g. Branson, 2007; Burgess & Tharenou; 2002; Ely, 1995; Fitzsimmons, 2012; Gorman, 2005; Mattis, 2000; Ryan & Haslam, 2007; Sandgren, 2012; Sonnabend, 2015). This chapter revealed that recruitment is largely a matter of personal recommendation, which requires networks (Kakabadse et al., 2015). However for women, literature reports that in addition to networks, a different and stringent criterion applies for women coupled with unequal practices and unfair discrimination (Hillman, Cannella & Paetzold, 2000; Singh et al., 2008). Furthermore, little is done to develop talent and train female directors for board membership, in fact, the barriers are so large, directly and indirectly, and difficult to

remove because of long-standing male-dominated boards and culture. In addition, there is little understanding of how female and male directors experience and deal with TM in their contexts, specifically regarding hidden meanings, silence, embedded norms and values, and invisible power relations in the boardroom that relates to TM. Therefore, a study on gender identities and TM requires a meso-level approach, which was integrated in the analysis of this study.

## CHAPTER 3

# HISTORICAL AND ECONOMIC POLITICS OF MINING AND CULTURAL CONTRIBUTION TO WOMEN AS MARGINALISED GROUPS IN SOUTH AFRICA

Mining's tumultuous history evokes images of rootless, brawny and often militant men, whether labouring in the sixteen century in Peru or twenty first century in South Africa, but women are often ignored or reduced to shadowy figures in the background supporting male miner family members. Where were women in the mining world? (Mercier & Gier, 2007:995)

### 3.1 INTRODUCTION

Mining has been traditionally and ideologically constructed as a male space that disregards women and does not recognise the dynamic roles they could play in mining (Lahiri-Dutt, 2011). My research is unique in that it presents a parallelism of research on a mining environment as a traditionally constructed male-dominated space and board membership as a male-constructed occupation. As mining and boardrooms have long been characterised with masculinity, by its naturalised way of thinking and construction, mining does not embrace gender within the spectrum of mining. It does so by eliminating or hiding women and devaluing their agency as an important economic activity (Lahiri-Dutt, 2012:193). As discussed in Chapter 2, from an equality standpoint, this research began with a claim for an equal or balanced society in which there is a just distribution of power and resources, participation and influence between men and women (see Choudhury, 2014). In addition, the business importance of women as effective contributors in organisations is abundantly justified. In this chapter, I argue that TM on mining boards is in need of feminist scrutiny from an African perspective to expose and challenge the symbolism of mining boards as a masculine occupation of the working class and mining as the juggernaut with gendered impacts.

This chapter presents a review of the South African mining industry context, which is divided into five distinct sections. The first section provides a brief analysis of the economic relevance of South African mining. The second section justifies why the

mining industry was chosen for analysis. The third section of this chapter focuses on demystifying how the historical and political environment of South Africa has shaped the mining industry as a male-gendered industry and occupation. The fourth section of this chapter focuses on understanding the legal context of equality and women in the South African mining sector by highlighting developments since the promulgation of the statutory and regulatory framework with efforts to improve the inclusion of women in this sector. The last section presents a review of the profiles of directors in the JSE-listed mining companies, which concludes this chapter.

### **3.2 THE RELEVANCE OF MINING TO THE ECONOMY OF SOUTH AFRICA**

Mining constitutes 45% of the world economy (Cutifani, 2017) and still plays a critical role in the economy of South Africa, which contributes significantly to the world mining industry (Antin, 2013; Mining Indaba, 2018). South African mining companies dominate the global mining industry, and given the country's competitive position in global mining, South Africa's mining industry has been central to the economic growth and development of the country as one of the most naturally resource-rich nations in the world (Antin, 2013). Mining in South Africa's economy accounts for 7.3% of the gross domestic product (GDP) directly (Chamber of Mines, 2016). Mining further accounts for around 60% of the country's total exports by revenue (BMI, 2017). Mining contributes to fiscus through taxes and royalties, contributes 18% to private fixed investment and 11% to total fixed investment, and employs almost 8% of the private sector and almost 6% of employed people in South Africa (Chamber of Mines, 2016). The South African mining industry further contributes to direct employment, expenditure on resources produced by other sectors, such as agriculture, manufacturing, steel, banking (e.g. interest paid and insurance) and construction has created and sustained jobs for many people (Chamber of Mines, 2016). The South African mining industry is characterised by five major mineral categories, namely precious metals and minerals, energy minerals, metals and minerals, and industrial minerals (BrandSA, 2014). South Africa's most important mineral reserves are gold, platinum, iron ore, copper, chrome, manganese, diamonds and coal. South Africa leads internationally as the largest producer of gold at approximately 4.4% of global gold production, having the third-largest gold reserves after Australia and Russia (Chamber of Mines, 2016). South Africa also leads in platinum and is one of the leading



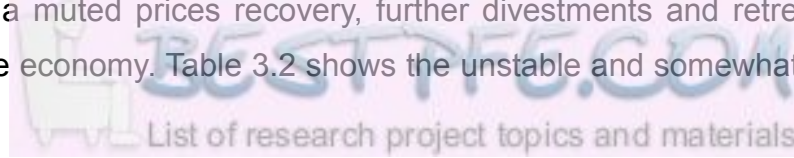
countries in the production of base metals and coal. Furthermore, the diamond industry of South Africa is the fourth largest in the world (BrandSA, 2014). In addition to the abundance of mineral reserves, South Africa is valued for its high level of technical and production proficiency as well as excellent research and development undertakings (BMI, 2017). South Africa's economic industrialisation to secondary and tertiary industries and gold production has decreased over time (BrandSA, 2014). Although the industry's contribution to the GDP has decreased (from 21% in the 1970s), mining remains the cornerstone of the South African economy in terms of foreign exchange earnings, tax and exports, fixed investment and employment activities (Baxter, 2015; Hamann, 2004). Statistics report contributions of 15% to foreign direct investment, 25% to exports and 1.4 million jobs in the country (BMI, 2016; 2017). Table 3.1 below shows a SWOT analysis of the South African mining industry.

**Table 3.1: SWOT analysis of the South African mining industry**

Strengths	Weaknesses	Opportunities	Threats
<p>The South African mining industry is still a favourable business environment, which funds the country's investment outlook.</p> <p>Furthermore, the South African mining industry has been one of the most stable investment destinations in Africa for the last two decades. There also exist untapped mineral reserves, which support the domestic mining sector's long-term growth outlook.</p>	<p>Mineral deposits are relatively low-grade, which increases extraction costs for mining companies operating within the country.</p> <p>While nationalisation has been rejected, the government has confirmed plans to increase its revenue from the mining sector through higher taxation, beneficiation and other means.</p> <p>An intermittent power supply will curb the sector's production growth outlook. Since 2008, load shedding has cost the country's industry an estimated USD28bn in lost revenue.</p> <p>Highest cost of labour.</p> <p>The country's infrastructure is unable to meet the demands of the mining sector.</p> <p>Bottlenecks and inadequate railways will limit mining sector growth over the coming quarters.</p>	<p>Domestic and Asian demand, predominantly from India, will increase substantially over the coming years.</p> <p>Gradual recovery in the USA and EU and growing incomes in China will provide demand growth for diamonds over the long term. We expect the government to open up the north of the country for gold mining, as initial drilling has indicated significant untapped gold reserves.</p>	<p>We forecast lower commodity prices across a range of minerals, including gold and iron ore, over the next five years.</p> <p>We forecast gold prices to average USD1,275/oz in 2016-2017, significantly lower than the average of USD1,427/oz between 2010 and 2014.</p> <p>Labour unrest could spiral out of control, resulting in violence that could disrupt production and deter future investment. Increasing cash costs could become unsustainable in the platinum sector, which could lead to bankruptcies if the labour unions continue to pursue large wage increases and engage in strike action.</p>

Source: BMI (2017) (Q1)

However, the industry faces several key challenges, such as a serious labour unrest due to reported unfair working conditions and labour shortages because of high turnover, requiring a strong commitment to the recruitment of new talent. According to BMI (2017), the South African mining sector is likely to face persistent headwinds due to labour conflict, a muted prices recovery, further divestments and retrenchments. This may affect the economy. Table 3.2 shows the unstable and somewhat decline of



the mining value forecast, which is measured by economic profit and mining productivity.

**Table 3.2: South African mining industry forecast**

South African mining industry value forecast	2015	2016f	2017f	2018f	2019f	2020f	2021f
Mining industry value	32.78	32.95	33.17	31.64	31.41	31.38	32.35
Mining industry value, USDbn, % y.o.y	0.40	0.53	0.65	-4.61	-0.73	-0.08	3.10

Source: BMI (2018)

Due to instability of the mining value forecast, innovation becomes critical to the future of mining. At the 2017 Mining Indaba, Cutifani (2017) stated that “we need to do things differently to find new safe, responsible and cost-effective ways to mine the ore bodies to meet the needs of a rapidly urbanising global population”. He added that a more resilient mining industry needs to be built, as well as responsible and collaborative partnerships as instrumental to redefining the future of mining (Cutifani, 2017). There is also a need for sustainable per-unit cost production, which can be realised by an increased level of productivity from all resources (PWC, 2012). Mining companies need to rethink the risk factors in the space in which they operate. Apart from health and safety matters, mining companies should integrate risk and performance management by evolving risk management in order to anticipate or plan for negative potential events (PWC, 2012). Subsequently, a vision and strong leadership from the BoD are required as per Companies Act of 28 (RSA, 2008) and it is necessary to reconsider key mining talent and labour issues specifically (PWC, 2012). Given women’s attentiveness to risk

aversion and better governance, the mining sector is likely to benefit from increased representation of WoB.

### **3.3 WHY I CHOSE THE SOUTH AFRICAN MINING INDUSTRY FOR ANALYSIS**

In this section, I justify why I chose the South African mining industry as an area of analysis. First, the mining industry remains the most male-dominated industry in the world. In South Africa's unique history, the mining industry's culture denotes the legacy of the historical effect on women and other previously marginalised groups (black people), where they were forbidden to partake in certain employment opportunities in this sector (Oliphant, 2018). As previously pointed out, the fall of apartheid in 1994 resulted in enforced compliance to redress, among other issues, the gender composition of the mining sector across all levels, including boardrooms (Botha, 2017). Due to the slow pace of transformation in South Africa (Booyesen & Nkomo, 2006; Du Toit, Kruger & Ponte, 2008), particularly the poor representation of women in mining boards (Moraka, 2013), this industry is confronted with public scrutiny and faced with challenging public relations and a regulatory environment (Moraka & Jansen van Rensburg, 2015). As such, mining companies and their boards would be expected to be more proactive in managing their reputations to enhance stakeholder relations by focusing on equality in the workplace and eradicating inequalities.

Second, female representation on boards of JSE-listed mining companies remains the lowest in comparison to other sectors in South Africa (Buthelezi, 2013; Faku, 2014; Motshegwa, 2013; PWC, 2014). This negative outlook necessitates research on which TM practices are applied to ensure better WoB representation. On the positive side, the South African mining sector leads the global mining companies in terms of WoB representation (PWC, 2015), accordingly affording a suitable industry for case analysis locally and internationally. It also provides a sound source of information to select outliers, in other words, the best performing mining companies on WoB representation and, by contrast, those companies who are performing poorly on WoB representation, to perform an in-depth multiple cross-case analysis.

Third, existing literature is primarily constructed on publicly available information; therefore, truthful innovative research would tap into the women (and men) directors'

experiences (Terjesen et al., 2009), and the mining industry (as a male-dominated sector) is likely to present interesting findings with regard to TM at board level (if it existed) in terms of experiences of both male and female directors in this sector. Therefore, focusing on the mining sector addressed questions such as how the career trajectories of women (and men) differ and why. Furthermore, a mining industry analysis could explain which recruitment strategies are adopted to appoint members in the boardroom (Terjesen et al., 2009).

Fourth, for companies competing in industries with a short supply of potential female directors, such as the mining industry, efforts should be made to diversify boards in ways that may capture some of the particular experiences, knowledge and values that women may be more likely to bring to the board (Post & Byron, 2015). This aspect is covered in determining the value that women brings to mining.

Fifth, emanating from a promising area related to industry analysis as defined by Ross-Smith and Bridge (2008) and Zelechowski and Bilimoria (2004), is the elaboration of director profiles, including career paths and networks (Terjesen et al., 2009). Therefore, conducting a study in the South African mining industry presents opportunities to understand director career paths and networks by exploring the dynamics of the appointment process to capture the reasons for successful and unsuccessful recruitment (Terjesen et al., 2009). Key questions from a career perspective include what affects the retention of female directors on boards (Mainiero & Sullivan, 2006).

Sixth, as discussed in Section 3.2, the South African mining industry continues to be one of the key contributors to the economy (BMI, 2018; Zwane, 2017). However, the South African mining industry faces challenges of serious growth due to low commodity prices as a result of changes in technology and an unstable business environment (BMI, 2017; Mining Indaba, 2017; 2018). Arfken et al. (2004) state that in a time of declining corporate respect and declining corporate performance, any engagements that could recover the growth, reputation and long-term profitability should be activities that top management actively elects to follow. From a business perspective, this action entails the inclusion of a variety of opinions from a gender-diverse, unbiased board. This requires a board that will execute its fiduciary duties taking care of the performance and sustainability of the organisation (RSA, 2008).

Lastly, as a general Companies Act 71 of 2008 and JSE listing requirement, which is also supported by the Institute of Directors in Southern Africa and formalised in the King IV report, listed companies are required to adhere to best practice governance principles such as transparency in board compositions and developing and maintaining balanced, equitable and independent boards (IoDSA, 2016; JSE, 2016). The Companies Act of 2008 requires for the boards to manage the affairs of the company by performing the following roles: (1) fiduciary duties (acting in good faith, not exceeding powers, exercising power for proper purposes, exercising independent discretion, not placing themselves in conflicting personal and company interests, accounting for profits and not making secret or incidental profits); (2) duty of care and skill and diligence (acting in the best interest of the company and using their skills, knowledge and experience to benefit the company). Therefore, identifying the best possible talent to perform board roles should be in accordance with the proviso of the Companies Act, which is in the best interest of companies. My study explored which talent is considered and which criteria are desirable for male and female director recruitment, and how and why these differ.

### **3.4 HISTORICAL POLITICS OF MINING AND CULTURAL CONTRIBUTION OF WOMEN AS MARGINALISED GROUP IN SOUTH AFRICA**

South African mining has a troubled history (Lynch, 2002), but a complex association with economic development (Graulau, 2008). Its own political, cultural and economic environment is largely linked to the history of South Africa, which is characterised by decades of colonialism and subsequently apartheid. These periods played a significant role in the seclusion of women and black people to partake in mining economic mainstream activities (Dlamini, 2016b). Consequently, the socio-economic inequalities in South Africa across gender, race and class were a result of institutionalised policies of apartheid and decades of colonialism (Madolo, 2014). In addition, current labour issues relating to inequality in occupations between men and women in South Africa trace from the historical exclusion of and discrimination against women in terms of employment opportunities (Botha, 2017) and women as support for the sustenance and reproductive sectors of the economy as a result of a cheap migrant labour force (Nkomo & Ngambi, 2009; Steady, 1996). Amid initiatives taken to correct this imbalance to increase female representation in critical positions and black ownership

and management through the Employment Equity Act 55 of 1998 and the BBBEE Act 53 of 2003, the slow progress of implementation leads to public scrutiny and outcry (Booyesen & Nkomo, 2006; Moraka & Jansen van Rensburg, 2015).

While the emphasis of this study was on the TM of directors in the South African mining industry, Cameron (1991) argues that the history of labour in South Africa cannot be viewed in isolation. Against this background, it is necessary to provide a historical account of how the history of South Africa has shaped the mining industry (at societal, individual and organisation levels), which is still a male-dominated industry. Stoop, Van der Merwe and Thomas (2000) state that history explain to us as to who we are and why we are what we are. History clarifies the development and construction of societies, spiritual and other principles that transpire, the social construction, the power relations in societies and its legal systems.

The South African context is one that displays a specific position in terms of its culture and history, like any other country that was a victim of colonisation (Goldman, 2016:18). Without providing a lengthy discussion of the history of South Africa and its socio-economic and political heritage that shapes its history, I have summarised the South African history into four distinct eras: (1) Dutch (1652–1800) and British colonisation (1800–1890), (2) mining history (discovery of minerals) (1867–1886), (3) the apartheid era (1948–1991) and (4) post-apartheid (1994–present).

### **3.4.1 Periods of colonisation (1652–1890)**

The Dutch and British colonisation periods involved permanent settlements of the Cape Colony in South Africa, the dispossession of land from indigenous Khoisan and African people and the establishment of an agricultural economy (Barnard, 2007; Cameron, 1991; Comaroff, 1998; Shillington, 2005). British and Dutch settlements led to two colonial divisions, conflicts, hostilities and power struggles, which led to the Anglo-Boer War from 1899 to 1902 (Moraka, 2013:11). Without providing details about the power struggles between the periods of colonisation, suffice to say that these periods subjected indigenous people to imperialism (Goldman, 2016). All women and black people alike were excluded from land ownership and economic gains that resulted from farming and subsequently mineral ownership (Madolo, 2014). These periods developed a migrant labour system that affected labour in South Africa, as

discussed below.

### **3.4.2 The South African mining history and the discovery of minerals (1867–1886)**

The discovery of the first diamond at the Orange River, Kimberly, in 1867, followed by the discovery of gold in the Witwatersrand in 1886, completely affected the political and societal economy of South Africa (Farnie, 1956; Yekela, 2004). Diamond and gold discoveries led to a new rush, whereby people all over the world streamed to South Africa in search of fortune associated with the discovery of minerals (Terblance, 2002). Diamond discoveries led to excavation of the Great Hole at Kimberly, the biggest in the world, which led to the revolution of mineral exploitation, contributing to the political and economic civilization of South African modernisation (Farnie, 1956). White people who came for diamond mining opportunities came from British colonies, Dutch Boer republics, Britain, Australia and the USA and other countries to establish trading businesses and as purchasers of diamonds (Pampallis, 1991). Diamond mining established a rich class of mining magnates, which enabled high capital for gold extraction later on (Yekela, 2004). The pioneer of diamond mining in South Africa, Cecil John Rhodes, who was regarded as a mining magnate, entered the diamond trade in Kimberly and achieved a near domination of the world's diamond market for two decades, and was a founder of the De Beers Company. Diamond mining promoted imperialism and racial capitalism, and Rhodes prophesied the Anglo-Saxon race as 'the first race in the world' (Madolo, 2014).

The growth of gold mining benefited as a result of the increased currency of gold in three periods; between 1919 and 1924, after 1932 and after 1949, and became the 'powerhouse' of the mining economy (Farnie, 1956:125). From gold mining, further white male mining magnates evolved, joined by other elites from diamond mining, who brought considerable capital and experience (Callinicos, 1980), such as JB Robinson, CJ Rhodes, Barney Barnato, Alfred Breit, Hans Sauer, CB Rudd and others, and they started mining companies and invited international investors as the largest shareholders in their companies (Yekela, 2004). From large international investments, the mining companies Anglo American and Rand Goldfields (now Goldfields) emerged and turned South Africa into a highly industrialised country requiring a high demand for industrial support, which resulted in the mining industry becoming a significant

economic contributor by 1886 (Project IQ, 2017). High industrialisation required migrant labour, which affected family, work and community relations in South Africa (Yekela, 2004).

Digging labour was sourced from black African men and white men. The black migrant labour mainly lived in compounds and were denied social benefits and actual beneficiation from mineral resources (Magubane, 1990). The cheap black migrant labour in particular worked under dusty, damp and poorly ventilated conditions with poor nutrition and were exposed to tuberculosis, while white male diggers were properly housed (Wilson & Ramphele, 1989). During the 1900s, the white workforce holding positions of power and authority established a fixed workforce of unskilled black labour and the increasing influx of Europeans were granted skilled labour. Mining rights were made available for the white elite and racial discrimination in skilled jobs was established. The passing of various laws (e.g. the Mines and Works Act, the Natives Land Act of 1913, the Mining Rights Act 20 of 1967 and the Mineral Act 50 of 1991) created social and labour structures. These structures created social identities, such as white men as blasters 'employers' in the agricultural and mining economy, and this division of labour constructed identities of all women (regardless of race) as supporters of their husbands and family and as caregivers, but also further constructed racial divisions (Dlamini, 2016b).

### **3.4.3 The apartheid era (1948–1991)**

The apartheid era legalised the political, economic and social separation of races and genders through various laws and legislation. Common concerns of segregation and apartheid were white political domination, the ownership of the economy mainly through mineral reserves and African migrant labour (Wolpe, 2006). Racial segregation during apartheid prohibited black people from access to mining ownership in the country (through the Mine Works Act 12 of 1911), legislated black people out of active participation in the economy (through the Colour Bar Act 12 of 1926), reserved employment for white men (through the Job Reservation Act 16 of 1911), reserved technical training for white men (through the Apprenticeship Act 9 of 1953) and prevented black people from obtaining decent education (through the Bantu Education Act 47 of 1953).



Apart from advancing white labour interests, the main apartheid elements were the oppression of the black labour force and women (Okechokwu, 2004:4), state patronage, the forming of industries in key economic structures and the establishment of mining houses as an instrument of capital allocation (Malherbe & Segal, 2001; Moraka, 2013). Gender segregation enabled the existence of patriarchy in the South African labour market. For instance, occupations such as law, higher education and engineering were reserved for men (mainly white), which purportedly necessitated technical skills, physical strength or intellectual grit. Women were intentionally steered to other occupations, for example black women as domestic workers, and limited administrative jobs reserved for white women (Singer, 2002). During early education, women were not allowed to take technical subjects in school and often faced negative and hostile environments when they attempted to join male-dominated sectors such as mining. Laws that prevented women from doing most jobs legislatively enhanced the restriction of women in mining (Benya, 2009; Ranchod, 2001). Against this background, apartheid was not only a racial encounter, but also a sexist one (Dlamini, 2016b).

It was during this time that patriarchal traditions were intensified as a system of the domination of men over women, which transcends different economic systems, eras, regions and classes (Boonzaaier & Sharp, 1988). According to Boonzaaier and Sharp (1988), white women identities were subject to the authority of men as wives and mothers who cared for and served their families in silence. Therefore, the effects of apartheid left white women socially constructed in terms of home and family responsibilities. Dlamini (2016b) states that the economic and political negative effects of colonialism and apartheid had a negative construction of identities of black women as low-class citizens. The realism of their men (black) employed in the cities, some working in mines and living in compounds around mining areas with low wages as migrant labourers, left an overload to black women to sustain villages and farms (Dlamini, 2016b). Smith (1992) suggests that through black displacement, black women suffered 'triple oppression' as a result of race, patriarchy and being members of the working class, the result of which was that the identities of women of all races were affected by patriarchy with limited employment opportunities and education.

#### **3.4.4 The end of apartheid and the new South Africa (1994–present)**

As most historians agree, the activities of the mining houses were intimately related to colonialism and subsequently apartheid rule through the migrant labour system (Hamann, 2004) and restricted access to education. As discussed in the previous section, one of the many legacies of the apartheid government was economic inequalities along gender and racial lines. Therefore, it became imperative for the new government to redress economic imbalances by launching a mining transformation agenda. Corporate restructuring began and mining houses were changed into focused mining companies through shedding of their non-core industrial holdings (Moraka, 2013). Minority takeovers, the transfer of primary listings and group head offices offshore and the requisition of South African assets by foreign nationals consolidated ownership of mining houses (DME, 2004; Moraka, 2013). The critical objective of the new government was to establish an entirely new mining dispensation, concluding in a new law in 2002 (Hamann, 2004). However, before that, legislation called the Employment Equity Act 55 of 1998 was promulgated to prohibit discrimination against previously marginalised groups as a class and women as their own class too to enter the labour workforce in all occupations. Women, black people and people living with disabilities would be afforded preferential treatment in employment opportunities through the pursuit of equality and non-sexism. Under the rubric of black economic empowerment, promulgation of other laws included the Minerals and Petroleum Resources Development Act (MPRDA) 28 of 2002, which opened mining opportunities to all with a focus on black people, and the Broad-based Socio-economic Empowerment Charter for the South African Mining Industry, which legislated wider black people and female participation in the economy. These two legislations are discussed in the next section, but first, the focus is turned to understanding the legal context of equality and women in the South African mining industry through a short review of the Constitution of South Africa.

### **3.5 THE LEGAL CONTEXT OF EQUALITY AND WOMEN IN MINING IN THE SOUTH AFRICAN MINING INDUSTRY**

The draft of the South African constitution was informed by the Freedom Charter of 1955, which articulated the will to end injustices of the history of South Africa with a claim for equality and equal opportunities for everyone (Peet, 2002). Subsequent to

that legislator frameworks emanated which informed transformation in the mining industry.

### 3.5.1 The Constitution of South Africa

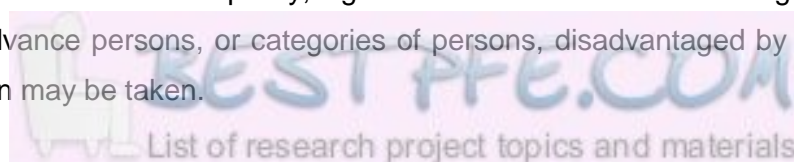
The South African Constitution was approved by the Constitutional Court in 1996 and took effect on 4 February 1997. As the supreme law of the land, no other law can supersede the provisions of the Constitution. The South African Constitution enjoys high acclaim worldwide as one of the best constitutions in the world. In its preamble, the Constitution of South Africa states as follows (RSA, 1993:2):

*We the people of South Africa, Recognise the injustices of the past, Honour those who suffered for justice and freedom in our land; Respect those who have worked to build and develop our country; and Believe that South Africa belongs to all who live in it, united in our diversity. We therefore, through our freely elected representatives, adopt this Constitution as the supreme law of the Republic so as to heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights ... Improve the quality of life of all citizens and free the potential of each person ... Build a united and democratic South Africa able to make its rightful place as a sovereign state in the family of nations. May God protect our people.*

Among many others, the Constitution is founded on the following values: (a) human dignity, the achievement of equality and the advancement of human rights and freedom, and (b) non-racialism and non-sexism.

The Bill of Rights as a cornerstone of democracy in South Africa enshrines the rights of all people and affirms the democratic values of human dignity, equality and freedom and the state must respect, promote and fulfil the rights in the Bill of Rights. In terms of equality, the Bill of Rights states the following (RSA, 1993:6–8):

- (1) Everyone is equal before the law and has the right to equal protection and benefit of the law.
- (2) Equality includes the full and equal enjoyment of all rights and freedoms. To promote the achievement of equality, legislative and other measures designed to protect or advance persons, or categories of persons, disadvantaged by unfair discrimination may be taken.



- (3) The state may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth.
- (4) No person may unfairly discriminate directly or indirectly against anyone on one or more grounds in terms of subsection 3.
- (5) Discrimination on one or more of the grounds listed in subsection 3 is unfair unless it is established that the discrimination is fair.

The Constitution also provides for the establishment of the Commission for Gender Equality, with three main functions:

- It has to promote respect for gender equality and the protection, development and attainment of gender equality.
- It has the power, as regulated by national legislation, necessary to perform its functions, including power to monitor, investigate, research, educate, lobby, advise and report on issues concerning gender equality.
- It has additional powers and functions prescribed by national legislation.

### **3.5.2 The Minerals and Petroleum Resources Development Act 28 of 2002**

Historically and contemporarily, mining and miners have been associated with strong, male characteristics and identities (Jenkins, 2014). Implemented in May 2004, the MPRDA preserves equal access to mineral resources, irrespective of gender or race. The MPRDA is a replacement of the South African Minerals Act of 1991, which restricted women from working in mining and underground (Ranchod, 2001; Simango, 2006). To promote gender equality in mining, through the Mine and Safety Health Act of 1996, the South African Minerals Act of 1991 policies were overturned and allowed for access to occupations for women underground (Benya, 2009). Dlamini (2016b) argues that mining is a male-dominated space even in countries that did not experience apartheid. However, the South African context is unique, as legislation was used to exclude women from the industry. Furthermore, the migrant labour system reduced women of all races to home and family occupation while men went to work, as previously discussed. Many argue that mining is a labour-intensive activity that involves the central task of drilling into and moving rocks to the surface from deep underground, which makes it a strenuous activity that in most instances requires

physical strength. In addition, mining underground is associated with confined and dangerous conditions with uncomfortable temperatures, heavy equipment and limited facilities, which make it an unattractive place for women to work (Eftimie, Heller & Strongman, 2009). Although operational mining knowledge is required, women underground and WoB require different skills. While working underground, women may have to face reproductive health issues, tolerance for risk and maternal challenges; some women are able to work under these conditions just as some men would not (Dlamini, 2016b).

Relating back to my study, the skills required for board membership is much different from those expected from women miners. I argue that women should be able to deliver the leadership capabilities that men bring to boards. Lahiri-Dutt and Macintyre (2006:3) indeed argue that women's value in this sector is never recognised due to gender stereotypes; as such, women's work in the mines has remained obscure and hidden, forgotten and devalued. Lahiri-Dutt (2012) warns against the one-dimensional framing of women as 'victims' of mining by arguing that several adverse impacts of mining disproportionately affect women, and that this is in many cases not well recognised or misunderstood. This is important, as cultural roles women played historically in homes and subjection to patriarchy affected the identities of women, which should be studied, and this is the argument of African feminism (Nkomo & Ngambi, 2009; Steady, 2006).

### **3.5.3 The Broad-based Socio-economic Empowerment Charter for the Mining Industry (the Mining Charter)**

The first published Broad-based Socio-economic Empowerment Charter for the mining industry (the Mining Charter) published in August 2004 had an objective for mining companies to significantly improve opportunities for HDSAs, including women, to enter the mining and minerals industry as owners, miners, admin staff, geologists and engineers (DMR, 2004). The Charter required 10% female participation in the mining industry by 2009 (within a period of five years). After an assessment by the Department of Mineral Resources (DMR) in 2009 to monitor and measure transformation progress by the mining companies, the DMR issued a controversial statement regarding the commitment of mining companies to transformation by stating the lack of commitment by the industry to transform (DMR, 2009; Moraka, 2013).

The 2009 assessment revealed the following main shortcomings (DMR, 2009):

- Only 26% of mining companies complied with the 10% (including white women) female participation in mining.
- The average rate of female participation in the mining industry was 6%.
- The majority of women were employed in support functions as opposed to core and management positions.
- Less than 1% of women in core management positions were represented mostly by white women.
- Eighty-three per cent of mining companies failed to identify a talent pool, while only 17% fast-tracked those identified for management positions.
- The occurrences of racially discriminatory practices in the mining industry harmfully impacted a transformed place of work.
- The little focus on skills development resulted in an inadequate pool of expertise to substantially effect meaningful gender and racial representation.
- Most mining companies develop employment equity plans for regulatory compliance with less focus on implementation.

The shortcomings of the implementation of the 2004 Mining Charter resulted in its revision. The amendment of the Mining Charter was launched in September 2010, which set new transformation targets with a deadline of 2015 (the year that another assessment would be made). In terms of the employment equity target, 40% representation of HDSAs (which include women) at all levels, including executive management (board/senior management/exco), middle management, junior management and women possessing core and critical skills (DMR, 2010).

The assessment of the second Mining Charter completed in 2015 showed that the mining industry remained untransformed. The overall representation of women had only increased to 10.5%, demonstrating that the industry's commitment to women was not a priority (DMR, 2015). Following the two Mining Charter assessment reports in 2010 and 2015, the Mining Charter was subject to a third review and was released on 15 April 2016 for public comment.

Regardless of the promulgation of legislation to eradicate gender disparities in mining, the gender issue remains a problematic subject in the industry (Botha, 2017). Key

issues dealt with by management are cultural problems causing reluctance regarding the participation of women in mining, the appointment of suitably qualified candidates in key positions, the retention of women talent, diversity issues, the demolition of stereotypes, sexual harassments allegations and failure by mining companies to adhere to the requirements of the Mining Charter (Botha, 2013; Fourie, 2009; Moraka, 2013). However, equal representation of women on mining boards in South Africa forms part of the transformation agenda of redressing inequalities of gender in key leadership and strategic positions, and therefore the feminist approach can uncover a discrepancy between how the law is enacted and how it is practised (Hesse-Biber, 2013:3) by listening to the voices of women and men serving on mining boards regarding current practices. The objective of equal rights is to end the existence of prejudice based on gender, subjugation, supremacy, racism, class superiority, colonialism and patriarchy (bell hooks, 2000). Therefore, the continued domination of men on company boards further justifies that feminist scrutiny was necessary.

### **3.6 THE STATUS OF THE DEMOGRAPHIC PROFILE OF BOARDS IN THE MINING SECTOR**

To determine the demographic profiles of boards in JSE-listed mining companies, I collected the information from the companies' 2016 annual reports, which were augmented by the JSE handbook. I requested the JSE to provide me with a list of all JSE-listed mining companies, from which I captured 533 profiles. For each board member, I recorded a title, name, initials, surname, gender, nationality, age, board position, education, qualifications, board experience and company affiliation. The genders of all directors were easily established, as they were clearly indicated by their titles. In most cases, photos were attached to the name of the director. If the photo was unavailable, I searched for the gender on the Bloomberg Executive Profile website to check the profile of individuals by examining whether the biographical information detects pronouns such as 'she' and 'her' or 'he' and 'his'. Unfortunately, I could not verify the race of one board member. In cases where annual reports were unavailable, I searched the register of the McGregor BFA profile, which provides names of the BoD, the board chair and the CEO for each company. This exercise was also done to verify whether the McGregor BFA profile database has the same information as the board profiles in the annual reports. I then supplemented my data using company websites as a concluding verification for active members and updated the data to an Excel

spreadsheet. This was valuable, as other directors were no longer holding office at the time of data collection; this is because the annual reports are produced at the end of the financial year, which was typically three to six months before data collection. This section merely describes the statistics of board compositions and profiles in the South African listed mining sector. Table 3.3 below summarises the information of the boards serving in JSE-listed mining companies during 2016 before data collection began and provides a summary of boards for listed companies.

**Table 3.3: Summary of board profiles of JSE-listed mining companies**

<b>Total number of listed mining companies in 2016</b>	<b>61</b>
<b>Total board profiles captured</b>	533
<b>Total (men)</b>	437 (81.99%)
<b>Total (women)</b>	96 (18.01%)
<b>Average board size</b>	8.58
<b>Smallest board size</b>	2
<b>Highest board size</b>	15



Based on a list of 61 listed mining companies, Table 3.3 above shows that out of 533 profiles, men dominated mining boards at approximately 82%, while women were the minority at 18%. The average board size was around eight members, with the biggest fifteen and the small board at two members. Table 3.4 below shows the distribution of board positions in the 61 companies.

**Table 3.4: Distribution of board positions**

Distribution of board positions				
Board position	Frequency	Percentage	Cumulative frequency	Cumulative percentage
Chairperson (board chair)	58	10.88	58	10.88
Chief executive officer	55	10.32	113	21.20
Chief financial officer	42	7.88	155	29.08
Company secretary	18	3.38	173	32.46
Executive director	30	5.63	203	38.09
Independent non-executive director	212	39.77	415	77.86
Non-executive director	118	22.14	533	100.00

Table 3.4 shows that board chairs captured were 58 out of the 61 companies in total, CEOs were 55, chief financial officers (CFOs) were 42, EDs were 30 and independent non-executive directors (INEDs) were 212, while NEDs were 118. What this figure shows most is that mining boards are independent at 39.77%. Table 3.5 below shows the gender and racial profile of female and male directors across all 61 companies.

**Table 3.5: Gender and racial profile of directors**

Race	Gender		Total
	Women	Men	
Asian	1 (9.09) <b>1.05</b>	10 (90.91) <b>2.29</b>	11
Black	54 (31.95) <b>56.84</b>	115 (68.05) <b>26.32</b>	169
Coloured	2 (50) <b>2.11</b>	2 (50) <b>0.46</b>	4
Indian	7 (30.43) <b>7.37</b>	16 (69.57) <b>3.66</b>	23
White	31 (9.54) <b>32.63</b>	294 (90.46) <b>67.28</b>	325
<b>Total</b>	95	437	532

As shown in Table 3.5 above, I could not capture one race of a director because of inability of identification. Table 3.5 demonstrates that out of 532 directors, the white racial group accounted for the majority, with 325 members. Out of the 325 white representation, white men accounted for the majority at 294 members (90.46%), compared to 31 white women (9.54%). The black racial group was the second majority with 169 members. Out of the 169 black representation, black men accounted for the majority at 115 members (68.5%) compared to 54 black women (31.95%), which was a higher percentage than that of white women (9.54%). Indians followed black as the second majority with 23 board members (women accounted for 30.43% and men for 69.57% of the total Indian group). Ten men and only one woman dominated the 11 Asian members, and the coloured racial group was the minority with only four members (two women and two men).

In terms of total female representation, black women accounted for the majority of women at 56.8%, followed by white women at 32.6%. In terms of total male representation, white men accounted for the majority of men at 67.2%, followed by black men at 26.32%. Table 3.6 below shows the age composition of directors.

**Table 3.6: Age composition of directors**

Age					
Mean	Std dev	Skewness	Kurtosis	Minimum	Maximum
56.05	10.64	0.03	-0.19	28.00	95.00

Age distribution of directors					
Age categories	Frequency	Percentage	Cumulative frequency	Cumulative percentage	
20-29	1	0.22	1	0.22	
30-39	26	5.80	27	6.03	
40-49	98	21.88	125	27.90	
50-59	153	34.15	278	62.05	
60-69	125	27.90	403	89.96	
70-79	40	8.93	443	98.88	
80-89	4	0.89	447	99.78	
90-100	1	0.22	448	100.00	

Frequency missing = 85

The age profile of directors in Table 3.6 above shows that the average age of the directors was 56 and that the majority of directors were between 50 and 59 years old (34.5%). Next, Table 3.7 shows how positions were distributed among each gender.

**Table 3.7: Gender distribution of board positions**

Gender across board positions				
Position	Gender			Total
	Women	Men		
Chairperson	4 6.90%	54 93.10%		58
Chief Executive Officer	3 5.45%	52 94.55%		55
Chief Financial Officer	7 16.67%	35 83.33%		42
Company Secretary	10 55.56%	8 44.44%		18
Executive Director	1 3.33%	29 96.67%		30
Independent Non-Executive Director	49 23.11%	163 76.89%		212
Non-Executive Director	22 18.64%	96 81.36%		118
<b>Total</b>	<b>96</b>	<b>437</b>		<b>533</b>

Table 3.7 above shows that 54 men (93%) dominated the board chair role, while women only held four positions (6.9%). Approximate similar results also hold for CEO positions, where 52 men dominated (94.5%) and only three women held CEO positions in the sector (5.45%). Thirty-five men dominated CFO positions at 83.3% and 29 ED positions (approximately 96%), demonstrating that men dominated the majority of executive positions in mining companies. In addition, 163 men, at approximately 77%, also dominated outside positions (INEDs) and 96 men (81.36%) dominated NED positions. These statistics demonstrate that even in independent positions, men still held the majority, although literature hailed women for their attributes as effective

monitors in the independent roles. Table 3.8 below shows the racial profile of directors in board positions.

**Table 3.8: Racial profile of directors in each position**

Race representation in board positions						
Board positions	Race					Total
	Asian	Black	Coloured	Indian	White	
Chairperson	0 0%	22 37.93%	0 0%	2 3.45%	34 58.62%	58
Chief executive officer	1 1.82%	8 14.55%	0 0%	3 5.45%	43 78.18%	55
Chief financial officer	1 2.38%	2 4.76%	0 0%	4 9.52%	35 83.33%	42
Company secretary	0 0%	3 16.67%	0 0%	1 5.56%	14 77.78%	18
Executive director	0 0%	7 23.33%	0 0%	0 0%	23 76.67%	30
Independent non-executive director	2 0.94%	75 35.38%	4 1.89%	8 3.77%	123 58.02%	212
Non-executive director	7 5.98%	52 44.44%	0 0%	5 4.27%	53 45.30%	117

The racial composition of board positions depicted in Table 3.8 above shows that in the majority of cases, the white racial group dominated all positions, followed by the black racial group. The white racial group were mostly represented in CFO positions (83.33%), followed by CEO positions (78.18%) and ED positions (76.67%). White men noticeably dominated these positions, as they dominated the total white composition at 90.4%. Table 3.9 below shows the qualification levels of directors and how this differed between genders.

**Table 3.9: Qualification levels of directors**

Cumulative qualification levels of directors					Gender	Qualification levels of directors		
Qualification levels	Frequency	Percent age	Cumulative frequency	Cumulative percentage		Postgraduate	Undergraduate	Total
Postgraduate	365	74.19	365	74.19	Female	65 (73.86%)	23 (26.14%)	88
Undergraduate	127	25.81	492	100.00	Male	300 (74.26%)	104 (25.74%)	404
Frequency missing = 41					Total	365	127	492
					Frequency missing = 41			

Cumulative statistics show that the majority of directors possessed postgraduate qualifications (74.19%). Qualification categories by gender revealed that women (73.86%) were as qualified as men (74.26%) in terms of postgraduate qualifications.

I also captured the qualification categories of directors, which varied greatly in terms of fields of study or expertise. However, the majority of directors (174) had finance qualifications, with 143 men in the majority (82.8%) and 31 women in the minority (17.82%). In total, 110 directors possessed engineering qualifications, with 105 men in the majority and five women in the minority. Within this category, 29 directors coupled their engineering qualification with a business qualification, typically an MBA. Fifty directors had a business qualification, of which 41 (82%) directors were men and 9 (18%) were women. A law qualification was also a prevalent qualification at 46 directors, of which 32 (69.57%) were men and 14 (30.43%) were women.

In summary, while the qualification categories differed to a great extent between men and women, both had postgraduate levels. It still did not make sense to me why women were less represented in the majority of fields and in critical positions in the mining industry on the account of qualifications, therefore I collected information on professionals in the majority of fields, namely engineering and finance, as I could not believe that low female representation was a matter of skills and qualifications. While according to the Engineering Council of South Africa’s 2014’s annual report I found that only 561 women were registered as professional engineers in comparison to 15 036 men (ECSA, 2014), the statistics of women increased to 2 085 in the 2016/2017 annual report (ECSA, 2017). According to the South African Institute of Accountants



(SAICA), women make up 35% of qualified chartered accountants (CAs) in the country. In addition, in 2017 more than 50% of CA board examination writers were women at 55% (SAICA, 2017). These statistics demonstrate that women are increasing in numbers in these fields, yet they continue to be excluded in boards.

### **3.7 CHAPTER CONCLUSION**

This chapter shows the effect of the historical, economic and cultural periods of colonisation and apartheid, which constructed mining and boards as a male space. While legislation was promulgated to promote equality and women in the South African mining sector through statutory and regulatory frameworks, board demographics shows little attention paid to the improvement of WoB representation. Board profiles demonstrate that men still dominate this sector in an overwhelming way, with the major players being white men, followed by black men, black women, white women, and Indians and coloured people showing low representation. Looking at the qualifications of board members, what is available in the labour market and the number of women graduates and professionals in the country, it is clear that gender disenfranchisement is still a challenge. This implies that the issue is not that women are not educated; in fact, women are gaining access to education and skills development. Irrespective of the fact that WoB representation is low in any industry, this is one industry that was consciously constructed based on the exclusion of women. Hence, feminist scrutiny is necessary to expose and challenge the symbolism of mining board membership as a masculine occupation by reviewing TM practices. The research methodology that guided this study is discussed in the next chapter.

# CHAPTER 4

## RESEARCH METHODOLOGY

It is important to provide accounts of the fieldwork involved in empirical research because as many researchers (including feminists) have shown, there is often divergence between how research has actually been done and what is reported in research accounts and in textbooks. The result is that methodological accounts often do not prepare researchers for the problems and satisfactions they are likely to encounter ... So, our experiences of research should be written up for others to consider, reflect on, agree with and reject (Letherby, 2003:159-160).

### 4.1 INTRODUCTION

The previous chapter presented a unique context for this research: the South African mining industry with its political, historical and cultural influence on gender inequalities. Goldman (2016:26) states that researchers need to be open to the notion that different epistemologies are appropriate at different times and in different circumstances. Therefore, I studied local challenges from a critical management science perspective as attributed to the painful, unjust South African history that resulted in the disenfranchisement of many people of this country, particularly all women and other previously marginalised groups. Goldman (2016:27) contends that intellectual disenfranchisement is still a challenge and that the “problem is not that previously marginalised people are not gaining access to education and skills development”; however, post-colonial conception of the continuation of the colonial system still prevails (Mbembe, 2016). Critical management studies as it embraces feminism offers an opportunity for debating radical possibilities while simultaneously questioning the traditional relations of power, control, domination and philosophy as well as the associations among organisations, society and individuals (Brewis, 2016). Therefore, it is important to interrogate the differences among female and male board members in search for the truth relating to power, control and the domination of men on boards.



To interrogate gender inequalities in the mining sector, I conducted critical emancipatory research. Emancipatory research seeks to solve social problems and create opportunities and the will to participate in social action (Marshall & Rossman, 2006:34). Specifically for the democratic contexts such as that of South Africa, Nkoane (2012) argues for critical emancipatory research that has an objective to critique, confront, transform and emancipate; for equality and social justice and that which symbolise the goals of democracy. Critical emancipatory research requires for researchers to be sensitive to the plight of all respondents, recognising their voices or experiences (Behar-Horenstein & Feng, 2015; Nkoane, 2012), and allows researchers to be mindful of their assumptions and their fundamental role in research. Behar-Horenstein and Feng (2015:46) note as follows:

Interrogating the power relations that are inherent to the researcher-researched requires for researchers to start by stating the underlying theories-in-use, position themselves culturally or theoretically, describe the influence of the research on the researcher and vice-versa, and ensure that respondents and their voices are adequately represented.

Feminist research is part of emancipatory research (Behar-Horenstein & Feng, 2015:46), therefore I adopted (African) feminist research, which I discuss next.

## **4.2 RESEARCH APPROACH: AFRICAN FEMINIST RESEARCH**

As pointed out in sections 1.7 and 2.7, the most appropriate approach I found suitable for this research is African feminism, which studies the position of gender identities in relation to precolonial, postcolonial and apartheid history, like South Africa whereby mining was instrumental in constructing labour structures and gender inequalities and identities (Steady, 1996). African feminism seeks to understand and study how historical roles of men and women continue to affect gender identities and social constructions (Nkomo & Ngambi, 2009). As previously noted, the migrant labour system during colonisation and apartheid in South Africa left all women as supporters for men and excluded them from partaking in economic activities (Steady, 1996). Waller and Marcos (2005) suggest that for African women, emancipation of gender domination is attached to racial and class domination and emancipation from colonialism. Therefore, the consequences of colonialism and its effect on the status of

African women require an African feminism interrogation (Nkomo & Ngambi, 2009). A call for feminist theories to consider the status and experiences of African women seeks to challenge the reliance of Western theories, which generalise women universally without attention to unique historical, cultural, socio-economic and political realisms of women in postcolonial settings (Cole et al., 2007). For this study I applied the meso-level approach, taking into account individual, organisational and societal realities to study TM in relation to identities of male and female respondents in South African mining to incorporate the specific socio-historical, political, economic and cultural context in Africa (see Jackson, 2004; Nkomo & Ngambi, 2009).

Feminist research embraces a full range of knowledge creation that encompasses epistemology, methodology and method (Hesse-Biber, 2013), which I used to guide the research process in this chapter.

### **4.3 EPISTEMOLOGY: FEMINIST**

Epistemology is “a theory of knowledge which addresses central questions such as: who can be a ‘knower’, what can be known, what constitutes and validates knowledge” (Stanley, 1990:26). The epistemological position holds that the theoretical knowledge of researchers diverges to some extent, and allows for interchange on how interpretations of social phenomena are perceived and how knowledge can be demonstrated (Creswell, 2007). These assumptions influence the researcher’s choice of what to study (based on what can be studied) and how it can be studied (Hesse-Biber, 2013:5). In the epistemological inquiry in this study, questions emanated in an attempt to understand the truth about inequalities that are reflected in the recruitment, development and retention of women (and men) directors (the truth about the reality of what is being studied), the nature of the relationship between the knower (directors) or the would-be knower (the researcher, myself) and what can be known (findings). According to Anderson (2011:119), “[f]eminist epistemology and philosophy of science studies the way in which gender does and ought to influence our conceptions of knowledge, the knowing subject, and the practices of inquiry and justification”.

I agree that “when you empower a woman, you empower a nation” (Unknown). My belief is that women are good business leaders but also care for communities, thereby bringing a bundle of attributes that can benefit our businesses, economy and the

nation. Therefore, in this research I sought to ask 'new' questions that place women development at the centre of social inquiry (see Hesse-Biber, 2007) and I acknowledge that I could not separate myself from the research process, as my 'personhood' was significant to the process of data collection and the research product (see Letherby, 2003). Therefore, my position in the research process was cognisant of 'theorised subjectivity', which implies that subjectivity always exists in the research process (whether we confess it or not), and a continuous critical reflection on the implication of my subjectivity throughout the research process was crucial if I were to get anywhere near an objective position, as stated by Letherby et al. (2013).

I also acknowledge that there are multiple, equally valid and socially constructed realities in search for knowledge and the truth. Reality is seen as a projection of human imagination and as a social construction (Ramazanoglu & Holland, 2002). This research was conducted within the constructivism-interpretivism paradigm. Constructivism-interpretivism research is viewed as an interaction between or among the researcher and respondents with the goal of understanding the phenomenon from the respondents' perspective. Within this paradigm, there is the need to recognise differences among individuals in their roles as social actors (Saunders, Lewis & Thornhill, 2016). My aim was to be cognisant of the respondents' responses rather than own views. As suggested by Creswell (2007:8) I created meanings and respondents in consultation, rather than from an outward observation, in this instance, feminism (Hansen, 2004). I constructed and interpreted the phenomena (findings) in their context by being close to them with the aim of understanding experiences, as recommended by Creswell (2007) and Denzin and Lincoln (2011).

#### **4.4 METHODOLOGY: QUALITATIVE FEMINIST RESEARCH**

After identifying my research paradigm, I chose an appropriate method for gathering data. Methodology is "a theory of how research is done and should proceed" (Harding, 1987:3). In feminism, feminist methodology is useful in reporting the ideal method that is respectful to respondents and recognises the subjective participation of the researcher (Letherby, 2015). My literature review revealed that women in leadership/WoB studies are mostly based on quantitative methods (Nkomo & Ngambi, 2009; Terjesen et al., 2009). Qualitative research was deemed appropriate for this study, which I adopted because:

Qualitative research is important for understanding people's experiences of discrimination in particular settings and for probing women's own interpretations and understanding of their situations. Qualitative research is also invaluable for exploring the policy contexts that influence the opportunities and constraints that shape people's lives. Thus, qualitative research can help inform the way that quantitative researchers (some of whom are feminists) interpret what they write (Scott 2010:234-235).

Saunders et al. (2016) state that qualitative research allows making sense of the subjective and socially constructed meaning about the phenomenon under examination. Therefore, qualitative research is viewed as 'naturalistic' with a necessity to operate in a natural research setting to institute trust, involvement and access to meanings and promotes in-depth understanding of phenomena (Denzin & Lincoln, 2005; Hesse-Biber, 2013; Saunders et al., 2016). In addition, qualitative research has an advantage of allowing respondents to use their voices to 'speak for themselves' in their personal words (Stanley & Wise, 2003). For my study, I engaged in structured interviews with selected respondents and subjectively made sense of the socially constructed explanation of TM from the respondents.

My qualitative methodological choices were led by the following feminist research assumptions:

- Feminist research and theory examines the experiences of women (and men) and challenges to the mainstream knowledge and leads to positive change (Letherby, 2015).
- Feminist research strives to represent human diversity (Sarikatis, Rush, Grubb-Swetnam & Lane, 2008).
- "The inseparability of epistemology, ethics and politics encourages feminists to imagine how human relationships could be different, and how a better social world could work" (Ramazanoglu & Holland, 2002:169).
- It is an intellectual activity that also involves a consideration of power, emotion and politics (Letherby, 2003).
- "There is no one truth, no one authority, no one objective method which leads to the production of new knowledge" (Spender, 1985:7).
- Meaning is generated from the experiences of men and women, the perception

of experience and their life stories.

- Gender is only part of people's lives. In order to transform unjust gender relations, more than just gender must change (Letherby, 2015).

## **4.5 METHOD**

After deciding on the appropriate methodology for this research, I chose the method (technique) for data collection. A method is a technique or a way of gathering data (Harding, 1987; Letherby, 2015). According to Oakley (2004), a research method should be chosen for its 'fit' to the researched topic and research questions asked in the research. I chose a multiple-case design strategy in order to answer the research questions, which are restated below. Hesse-Biber (2013) suggests that in feminist research, questions should first be pointed out, as they will determine the research method.

### **4.5.1 Research questions**

#### **4.5.1.1 Main research question**

- What are the talent management practices applied to appoint women to the boards of mining companies?

#### **4.5.1.2 Sub-research questions**

- Does talent management practices aimed at board level exist in selected companies?
- How are female directors recruited to the board of directors with reference to the selection criteria and process followed for appointment? Does the process differ for male and female directors? If so, how and why?
- How do mining companies employ initiatives for the development of female board members to effectively discharge their responsibilities? What are the development opportunities and how are the most appropriate ones selected? Do they differ according to gender?
- What methods and approaches are applied, if any, to ensure that organisations retain female and male directors?

- What are the daily experiences of female directors in the boardroom influencing their decisions to serve or leave the board?

## **4.6 SAMPLING AND CASE SELECTION**

Stanley and Wise (1979; 1983) argue that there is no one set of techniques or methods or types of methods that should be seen as distinctly feminist. Stanley (1990:12) writes that feminists should use any and every means available for investigating the 'condition of women in a sexist society'. I used a multiple case study approach as described below.

### **4.6.1 Multiple case study approach**

I used a multiple case study approach to produce data, a useful approach in case study research (Yin, 2014; 2016). Case studies are useful, as they explore a phenomenon within its real-life context, when the boundaries between phenomenon and context are not clearly evident, and in which multiple sources of evidence are used (Saunders et al., 2016; Yin, 2016). The 'case' may be a person, a group, an organisation, an association, an event, a change process or another form of case subject (Saunders et al., 2016). For the purpose of this thesis, organisations were selected as cases (not individuals) because of the meso-level approach. Board members interviewed in that specific organisation, I refer to as respondents. Using the multiple case study approach enabled me to gain a rich understanding of the context of the research and the process being sanctioned (Eisenhardt & Graebner, 2007). This strategy entailed performing an in-depth case analysis to understand the experiences of men and women in one company and to contrast and compare similarities between organisations and respondents.

### **4.6.2 Non-probability purposive sampling strategy**

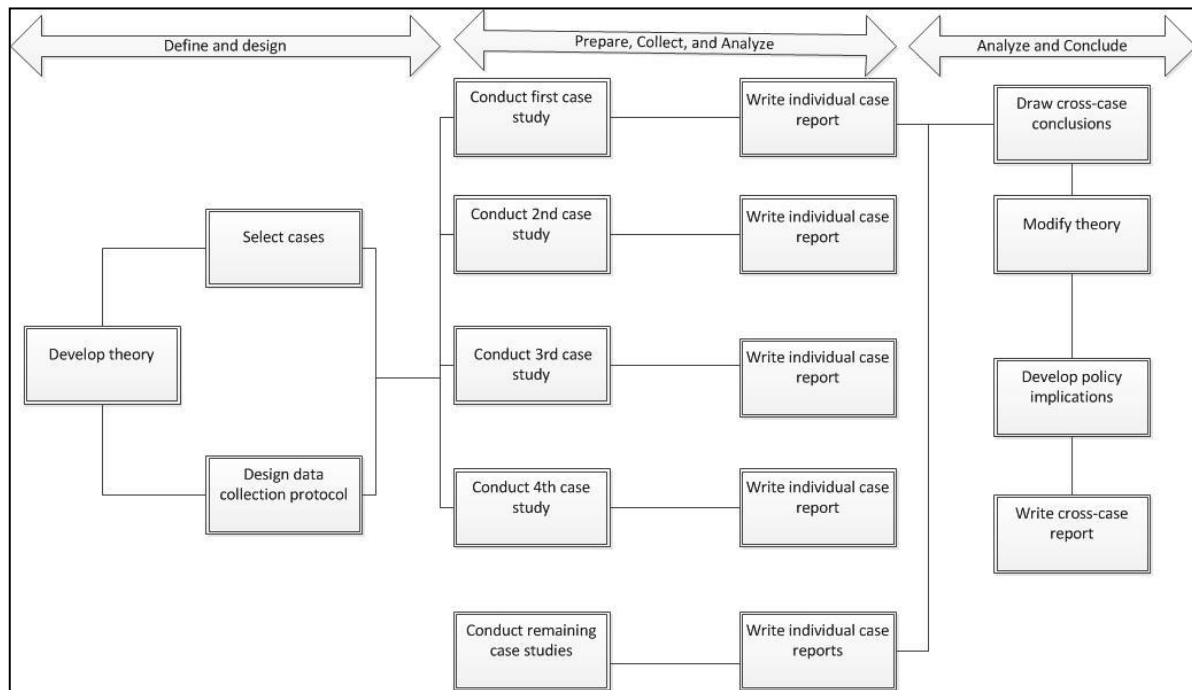
I used a non-probability purposive sampling strategy to select case companies and respondents. In most cases, qualitative researchers select purposive or judgement sampling, and the type of purposive sample chosen is based on the particular research questions well as consideration of the resources available to the researcher (Hesse-Biber, 2013). The purposive sampling strategy allowed me to use my judgement to

select cases that would best answer the research questions and meet my research objectives.

Different authors vary on how many cases would be sufficient, for example Myers (2009) recommends a single case, while Eisenhardt (1989) suggests between four and ten and Morse (1991) recommends six cases. Creswell (2002) and Onwuegbuzie and Leech (2007) suggests between three and five cases. I found that Eisenhardt (1989:545) gives a clear direction on what would be deemed appropriate for cases. She states that there is no set number of cases for a research project; any number between four and ten should suffice. She suggests that fewer than four cases may enable difficulties in generating theory and that its empirical grounding is unlikely to be convincing. Her view is supported by Perry (2001:313) that an accepted range is between four and ten cases, as more than 15 cases may result in an unmanageable study. Patton (2002:246) holds that sample size adequacy should be subject to peer review, mutual validation and assessment. He emphasises that sampling decisions should be accounted for and justified so that those interested in the research and peer reviewers have an understanding for judging the sample. Patton (2002:246) further emphasises the responsibility of the researcher to discuss how the sample affected the findings, sample strength and weaknesses, as well as the research design strategies used for interpreting and understanding the findings of the research. These issues are thoroughly discussed in my sample selection.

In the pursuit of a robust theoretical replication and in-depth understanding, I selected six cases from a list of JSE-listed mining companies. JSE-listed mining companies are leading in terms of WoB representation compared to international mining company boards (Buthelezi, 2013; Faku, 2014; PWC, 2014). Therefore, they provide a sound source of information to select outliers, in other words, the best-performing mining companies in terms of WoB and by contrast those companies who are performing poorly regarding WoB representation. The choice of case companies was based on their board gender profiles. Three mining companies that displayed more WoB denoted information-rich cases to gather best practice findings (see Patton, 1990). The other three mining companies with the least representation of WoB were regarded as contrast cases. A multiple case study enabled for the findings of the research to be contrasted across cases, as recommended by Saunders, Lewis and Thornhill (2012).

Each case study was analysed separately and each case study's findings was then compared and contrasted between cases. Below is a diagrammatical representation of the multiple-case study approach I used.



**Figure 4.1: Diagrammatical representation of multiple cross-case analysis**  
 Source: Yin (2014)

## 4.7 RESPONDENT SELECTION

Various authors offer their views on how many respondents would be adequate for a study. Guest, Brunce and Johnson (2006:61) and Onwuegbuzie and Collins (2007) suggest that the sample size should be selected according to pre-determined criteria relevant to research objectives (which was critical emancipatory research in my case), but also the research question(s) and the research design (which was a multiple cross-case study in my study).

### 4.7.1 Sample size and saturation

For each case, Creswell (2002) proposes that three to five respondents should suffice, while Guest et al. (2006) suggest six to twelve respondents. They also provide guidelines for interviews, indicating that saturation may occur between six and twelve interviews. The sample of each case in my study was small (on average a board has eight members). Per case, I interviewed a minimum of three and a maximum of six



respondents. The sample size was a result of how many respondents gave consent to partake in the study, but my intention was to conduct interviews until I reached saturation, which is the guiding standard in qualitative research. Saturation is the point where it becomes counter-productive because the new discovery does not necessarily add new substantial findings to the study (Strauss & Corbin, 1998). Indeed, I found that, in accordance to Onwuegbuzie and Collins (2007), after three interviews per subgroup (case) that no new information emerged from the interviews and that I could generate themes and make sense of what was happening in each case.

#### **4.7.2 Snowball sampling method**

Similar to the experiences of others (e.g. Atkinson & Flint, 2004; Rhodes, Kling & Johnston, 2004), a high level of trust was critical to initiate interaction with the respondents, some of whom considered the topic for this research as a sensitive subject while some thought I was brave to conduct such a study. Board members are high-profile candidates in the corporate space, with the majority of them relying on personal and executive assistants to manage their diaries. Therefore, I experienced challenges in reaching them directly. Some of their executive assistants referred me to company secretaries to obtain information about the board, while others negotiated with their bosses for participation on my behalf and most directors declined. I then used the snowballing sampling method to obtain contacts. Atkinson and Flint (2004) define a snowballing sampling method as a link-tracing technique that relies on a series of referrals within a circle of people who know one another or are loosely connected to obtain a wider range of research contacts. I secured many interviews based on insider acquaintances and referral chains among respondents, which according to Kaplan, Korf and Sterk (1987) is useful. For example, when I obtained an interview from the board chair/CEO, I used that contact to gain more referrals. I also contacted company secretaries and interviewed some of them and they provided me with access to directors on the board. The snowball sampling method was helpful, as it enhanced access to more directors, as a director's referral from known colleagues provides a level of trust and a perception of credence. First, I obtained permission from the recommender to use his/her name to approach the desired candidate. This approach was valuable, as I would obtain immediate consent and especially when respondents were asked to discuss what they considered sensitive topics that require detailing the

behaviour of their colleagues and their own contributions. I also attended the prestigious Investing in African Mining Indaba Conference from 6 to 9 February 2017 in Cape Town to track down desired respondents. This conference is usually attended by various industry stakeholders, including investors, and most CEOs in the industry are invited to do company presentations. I secured interviews with two CEOs and one with a board chair, which was valuable, as to track down white respondents in particular, I experienced that once they associated a name to the face, they gave consent.

### **4.7.3 Informed consent**

Hesse-Biber (2013) notes that it is vital to obtain informed consent of each respondent to partake in the study, and that the research project should be explained to them in advance. I sought the willing commitment of my respondents through informed consent. Saunders, Lewis and Thornhill (2009:593) explain that informed consent means that the intended respondents are fully informed about the nature, purpose and use of the research to be undertaken and their role within it. I first obtained permission from the board chair/CEO of the particular company for their company board to participate as a case. Only after permission was granted did I approach each individual to participate in the study, and snowballing proved to be an effective strategy. I recruited individual board members on a voluntary basis without any offer of an incentive. I also informed both the company and its respondents of their right to withdraw from the research at any stage without facing any consequences.

## **4.8 DATA COLLECTION**

In line with Yin (2016), it is important to state the processes and procedures followed in data collection. Although data can be collected in various forms (Maree, 2007:55), I used triangulation to collect data from three sources, namely annual reports, interviews and field notes.

### **4.8.1 Annual reports**

I collected the first set of data by capturing board profile information obtained from the companies' 2016 annual reports, as described in Section 3.6. A total of 61 mining companies were listed, at which point I began to collect the data. I found that 16

companies had no WoB, 19 companies had only one woman, 14 companies had two WoB and four companies had a critical mass (i.e. three WoB). Six companies had four WoB, one company had five WoB and two companies had six WoB. This data set assisted me in identifying the best-performing and the underperforming boards in relation to WoB representation. It therefore enabled me to identify the outliers and select cases or companies to include in the sample.

#### **4.8.2 Interviews**

I used interviews as my main sources of gathering information on the respondents' experiences. For feminist research, O'Shaughnessy and Krogman (2012:516) state: "the interview method remains one of the most popular tools that feminist researchers employ to get a subjugated knowledge and in turn, feminist principles of praxis continue to be enhanced rather than impeded by the many discussions and debates about the ethics and relevance of these methods". Hesse-Biber (2013:189) states that an in-depth interview seeks to understand the lived experiences of an individual by getting at the subjective understanding an individual brings to a given situation or a set of circumstances. I used interviews to obtain information on the TM experiences of both female and male board members, which Stake (1995) suggests that it is the art of case-study research. The interview approach granted me access to the respondents' experiences related in their own words rather than that of mine. This approach was useful, as "learning from women is an antidote to centuries of ignoring women's ideas altogether or having men speak for women" (Reinharz, 1992:19).

#### **4.8.3 Semi-structured interview guide usage**

I used a semi-structured interview guide (attached as Appendix C) to follow a consistent line of inquiry resulting in in-depth interviews as suggested by Yin (2014; 2016). Hesse-Biber (2013) states that an interview guide is a set of topical areas and questions that the interviewer brings to the interview. The interview guide comprised of nine open-ended questions, which were at times amplified by probing using follow-up secondary questions. The first question was constructed on broader, more abstract areas of inquiry, followed by a few sets of questions. In the first question, I asked the respondents to narrate their career path that led them to be a board member of the company. The semi-structured interview guide allowed for flexibility in the respondents'

answers while also sustaining an organised questioning method, as suggested by Patton (2002). The semi-structured model also allowed me to be flexible with my respondents, and according to Lee (1999) let them to drive the research. In other instances, my questions were responses to what my respondents stated or to clarify answers provided, which required of them to state more about the topic. I formulated questions to capture both positive and negative experiences of my respondents. For instance, on the question of board training and development, I asked whether there were training and development initiatives aimed at female and male board members. If they reported on it, then I proceeded to enquire how they experienced those initiatives. In line with suggestions of Gibbert and Ruigrok (2010) and Lee (1999), I took care in formulating non-leading questions. In addition to collecting information regarding their TM experiences, at the end of the interview, I asked respondents to confirm some biographical information such as their age, marital status, family background, qualifications and board experience. In some interviews, these biographical data could not be obtained due to time restrictions emanating from the length of the interview, but these aspects were confirmed at a later stage (either through an e-mail or a demographic search using the internet).

#### **4.8.4 Refining of the interview guide**

In order to ensure that the interview guide answered the research objectives and was practical, peer review was important. The external advisor, who is a feminist expert and scholar, Prof. Gayle Letherby (Plymouth University, UK), and a CEO of the JSE (Nicky Newton-King) piloted the interview question. This was important to ensure that my respondents were not led to answers (Gibbert & Ruigrok, 2010; Lee, 1999). As also noted by Hesse-Biber (2013), pilot interviews provided me with an opportunity to test and rework the interview guide to determine whether it was written well, complete, covered all issues of concern, whether the guide addressed the research problem and to detect whether there were no important questions missing from the guide. The supervisory team suggested I focus on the crux of the questions by asking open-ended questions, which provided me with opportunities to probe for more information with sub- or follow-up questions. This advice was valuable, as my respondents opened up, which led them to drive the research process, but it also allowed me to probe for clarification and further information. JSE CEO Nicky Newton-King also thought the

interview guide covered all areas of concern, but suggested that I add a further question. This question was on which criteria were used by boards to appoint directors and which specific skills were required in the industry. This suggestion was valuable, as it interrogated the inclusion and exclusion criteria, critical skills required and assessed whether the same criteria applied to men and women. I took all reasonable steps to ensure that each respondent was asked the same questions in the same order, which improved the reliability of the study. Again, this approach ensured that discrepancies regarding my skill as an interviewer and other interviewer effects were reduced, which improved the reliability of the study. The interview guide is available in Appendix C.

#### **4.8.5 Interview data**

The interview data included the transcripts of the semi-structured, in-depth interviews with 20 women and 16 men. However, the final sample used for analysis comprised of interview data of 16 women and 12 men who served at board levels in the six case companies at the time of the study.

Hesse-Biber (2013) states that even though respondents' informed and voluntary participation is previously discussed in an invitation letter, it is important to reiterate these points prior to the start of the interview. Furthermore, those interviewed should be given every opportunity to ask questions and should feel free not to answer any question with which they may not feel comfortable. Upon confirmation of the interview appointment by each individual board member, I e-mailed the informed consent letter (Appendix B) to the respondents. At the start of each interview, I discussed consent to participate with the respondents and I asked them to sign the informed consent form. In this form, I described the objectives of the study, confidentiality and anonymity clauses, gave an assurance of protection of privacy, discussed the right to choose to stop participating at any time and the data production method and supplied the details of the research supervisor.

I assured the respondents that I would take all reasonable steps to ensure their anonymity and confidentiality to safeguard that they would not be known through their responses. In the majority of cases, I found that the men did not feel the need to hide their identities, while the women were more comfortable with being anonymous.

However, to protect the company and/or individual's peers' possible identification, references to case names and respondents' names in the sample were not made. I found that a recap of the assertion of anonymity and confidentiality assisted in augmenting the level of relaxation, trust and openness of the respondents, especially with the women. As Gibbert and Ruigrok (2010) clearly put it, by reassuring trust in respondents, responses that are more open are likely to be captured. In one of the interviews, one woman stated: "If you want to know the truth, please do not cite my name". She then felt at ease when I said that her name and company (case) would not appear anywhere in the study. By creating an environment of trust, the respondents seemed to have felt safe in openly discussing their true experiences. Therefore, their experiences, and not my perspectives, drove the research. As an example, the interview guide did not include questions relating to discrimination, race and hostility in the boardroom, yet during the interview discussions, those aspects became emerging themes in the responses of the respondents. These themes would have not been discovered or emerged had a rigid structured questionnaire been employed.

Interviews ranged from 35 minutes to 120 minutes each. The interview invitation e-mailed to my respondents detailed general themes of the topic, but not the specific questions of the interview. This enabled the respondents to have time to reflect on their experiences prior to my discussion with them.

#### **4.8.6 Location and transcription of interviews**

Most interviews were conducted face to face in offices/restaurants/homes suitable to the respondents; others were conducted online or telephonically at a time selected by the respondents. Although the telephone interviews made it difficult for me to establish rapport with my respondents due to the loss of the impact of visual and verbal cues, such as gestures and eye contact (see Hesse-Biber, 2013:192), the online interviews proved to produce as reliable information as the face-to-face interviews and, in some cases, improved the respondents' ability to converse sensitive information such as experiences of discrimination, also observed by various authors (Cachia & Millward, 2011; Sturges & Hanrahan, 2004). Furthermore, telephone interviews were easy to administrate (see Sturges & Hanrahan, 2004), especially in terms of providing access to geographically isolated research subjects and high-profile directors, such as those

of mining houses. There were no differences in the themes between face to face interviews and those done through telephone or online.

All interviews, except for two, were audio-recorded using a digital voice recorder and a mobile phone as back-up. Due to technical issues, unfortunately, one interview was not recorded, but I requested another interview, which was granted. One respondent opted not to be recorded during the interview, but allowed me sufficient time to make notes and later reviewed the transcript I prepared. This interview was not included in the analysis, as I could not secure enough respondents in that case company. The audio-recordings were very useful, as they permitted for verbatim transcription of the interviews and decreased the likelihood of errors and the loss of details. I could listen and make notes at the same time without worrying about losing some important information, particularly with interviews with CEOs, which lasted no longer than 35 minutes on average. The interview process of 28 respondents produced over 1 000 pages of transcribed material. Due to the vast amount of audio data, I hired a professional transcriber for the transcription of the interview audio. I e-mailed an ethical consent form to the professional transcriber, which duly signed it before the process of transcription began (see Appendix D). The transcriber provided me with professional procedures and confidentiality (see Kvale, 1996). Transcripts were transmitted through secure password protected encryption through an online drop box and/or e-mail.

After I received the transcriptions back from the transcriber, I listened to the audios and compared the original recordings to confirm accuracy. I then made corrections in local jargon, local accents and statements labelled inaudible by the transcriber. I e-mailed the original transcriptions and audios to the respondents for member checking before data analysis began. No respondent requested corrections of their interview transcriptions. In order to increase the validity of the empirical data obtained through the interviews, where possible, interviews were triangulated with company reports, policies and documentation, which were relevant to attaining the research objectives.

#### **4.8.7 Biographical information of interview respondents**

The final interview respondent group used for analysis comprised of 16 women and 12 men. The overall racial profile was 17 black people (women = 11, men = 6), two Indians (1 woman and 1 man), five white people (women = 2, men = 3) and four coloured

people (women = 2, men = 2). The overall age of the women ranged from early 30s to 50s while that of the men ranged from 50 to over 70 years.

The sample across all cases consisted of five board chairs (four men and one woman), four CEOs (all men), 11 INEDs (9 women and 2 men), three company secretaries (two women and one man), one ED (woman) and one financial director (woman).

#### **4.8.8 Field notes**

I collected the third set of data from field notes made before, during and after each interview. Field notes are valuable, as they provide reflections after the interview has taken place to specify personal impressions of the context of the interview and what has happened during the interview (Remenyi, 2012). These field notes addressed specific topics comprehensively, such as (1) key learning points; (2) evidence supported by the interview; (3) evidence contradicted by the interview; (4) uncovered new sources of data; and (5) clues regarding new lines of inquiry, new hitherto unthought-of interviewees or sources of documents (Remenyi, 2012:97).

### **4.9 MY EXPERIENCE IN DOING THIS RESEARCH**

Relaying my experience in fieldwork is important in feminist research, as this disclosure helps to determine how the events potentially influenced the data. As a black woman who is a feminist, I acknowledge the valuing of difference, the centring of 'black' and 'feminism', and knowledge as a shared process (see Stanley, 1990). I am aware of my identity, which I believe had an influence on the research process. I am a black educated young married woman with children, and being a feminist is outside the social expectations due to our prolonged history of oppression in my own culture (a man is a leader, no matter how educated he is) and apartheid.

Often, after the interview and off the record, some respondents asked me why I was doing the research and specifically why this topic. I explained my position as an activist for gender equality and that I sought to research why women remained marginalised in the position of power and influence. I sensed a level of respect and interest, especially from the women, while the men often said "well, good luck", "let's see what you find". Only one black man, Peter, said "This is a very important topic". It appeared to me that as a black woman and due to my culture, my respondents did not expect



me to interrogate issues of inequality, which may be true for many women. I agree with Stanley (1990:30) that “to be a black woman and a feminist is to be different, for to be black is to stand outside of white society, while to be feminist is to make oneself “Other” to black (male and other non-feminist) society”. According to Collins (1986), you become a stranger who is in and yet not of ‘normal social life’. Feminists who are black by race are more readily aware than white feminists that the ontological experience of ‘women’ is multiply characterised by difference, by different overlapping contextually grounded material experiences of oppression (Collins, 1986; bell hooks, 1981; 1984; 1989; Lorde, 1984).

My experience in the field varied with different respondents of different genders, races and ages. My anxiety rose before all interviews, but especially with white people and black men, and if they were a CEO/board chair it was even more difficult. To my surprise, all men, regardless of race, were very welcoming and willing to share and did not see any reason for their identities to be protected, although it was apparent to me that the responses from the majority of the men perpetuated patriarchy and inequalities coupled with cultural expectations from women. I found black men in particular proud of their positions (e.g. Arthur, Owen, Kevin, Alex) and they often showed dominance and knowledge of and insight into board roles and seemed to value the prestige that came with the power of being on a board, especially those who served as board chair/CEO. As such, they exuberated confidence, authority, and egotistic behaviour of being dominant and power, even in the interview context. Arthur is one example – he shook his head to most questions (which was at times intimidating for me, resulting in me questioning whether I was asking relevant questions or wasting his time). The white, Indian and coloured men (e.g. John, Chris, Lawrence), in contrary, were very soft-spoken with their answers, but sent strong direct messages at the same time. For example, all men mostly emphasised the prestige, superiority and esteem associated with being a board member and portrayed it to be an intimidating position requiring certain attributes perhaps associated with male identities. These behaviours made me feel the pressure women had to bear in boardrooms and realise that in fact confidence was paramount to their success and the need to assert themselves in order to be recognised. White women were most difficult to probe for information (e.g. Cora, Sarah), as they sounded careful with the answers they gave. I felt like they tried to avoid controversy or seeming complaining, and that contributed to their silence about

how they feel. Cora and Sarah believed that they were affected by gender stereotypes and not race on boards, while black men (e.g. Owen, James) were affected by race and not gender. The black, Indian and coloured women often appeared suspicious of why they were interviewed and most of them gave much more information on the extent of racism and sexism 'off the record' (e.g. Caroline) and some whispered "please do not write about this" (e.g. Catherine) after being direct or open in the interview context or even off the record. A few black women (especially Mary, Juliet and Helen) and others (e.g. Kate and Daisy) were bold enough to share explicit details regarding the extent of sexism and racism, and Mary insisted that I report on this. It was interesting how most black women I interviewed face to face commented on how 'young I looked', on my handbag, manicure and even lipstick. To me it showed that they were comfortable with my identity and showed gratitude for me embarking on this study – to give them a voice, although my research aimed to give all (men and women of any race) a voice.

Indeed, the above discussion supports the opinion of Twine and Warren (2000), who states that racial perspectives and racial dialogues are not fixed, therefore the variability of race can affect the methodological effects for qualitative research, even though the research is not about race. My own bias was revealed when I expected participation from the black respondents (especially women) and rated them negatively when they declined participation, compared to my expectations of respondents of other races. I also found that the black, Indian and coloured respondents were more open to say the words 'black' or 'white', while the white respondents were hesitant or soft-spoken using those words, which I believe is because of my identity as a black woman. It occurred to me that they were reluctant to use those words in fear of being accused as racist. I believe that much more information could have been obtained, had I been from their race.

My experiences in doing this research was a process of self-discovery and brought education about my being and identity and how I carried different perceptions about different respondents, and how they carried their perceptions about others and even me. I discovered that my identity is a bundle of identities of social constructions and that different people will relate to me based on how similar or different we are in any circumstance (whether we admit or not). This is line with the opinion of Letherby et al.

(2013) that subjectivity always exists in the research process (whether we confess it or not) and that continuous critical reflection is important to get to an objective position. Particularly I realised that I and my respondents cannot separate ourselves from any distinguishing factor of identity, be it race, gender, religion, class, age or background. Therefore, it occurred to me that often people relate to and converse with you according to their perception of the social identities you carry, which may affect data and findings in research. Most importantly for my research was that the talent of female and male directors may be overlooked by those social constructions consistent with the social identity theory, gender differences theory and social role theories of men and women.

#### **4.10 DATA ANALYSIS**

Data analysis is the process of generating meaning from the collected raw data (Coldwell & Herbst, 2004:92; Yin, 2009). I analysed the individual cases and performed a cross-case analysis to compare the cases and develop interpretations and assumptions common to all the cases relative to the theoretical framework and constructs provided in the literature review. Following a combination of feminist and constructivist-interpretivist approaches, I interpreted the data analysis with multiple constructs (see Charmaz, 2006). The nature of interpretive methodology case study research has been criticised in terms of the analysis of evidence, objective reporting and lack of generalisability, making the analysis stage the most difficult phase of case study methodology (Eisenhardt, 1989; Yin, 1994). Yin (1994) argues that researcher bias can result in the absence of accuracy with the analysis either disregarding certain patterns or recognising imaginary ones. Hussey and Hussey (1997) advise of the tools that can be employed to reduce researcher bias, such as thematic coding, content analysis or cognitive mapping. Additional tools are the development of matrixes of different categories (Miles & Huberman, 1994), display charts (Miles & Huberman, 1994) and tabulations and temporal schemes (Yin, 1994). Other analytic methods involve conversation analysis, interpretive phenomenological analysis, discourse analysis and narrative analysis. Subjectivity exists in the research process and therefore a critical reflection of my subjective position (theorised subjectivity) was crucial to my feminist approach (Letherby et al., 2013). The process of data analysis is detailed next.

#### **4.10.1 Thematic analysis**

I subjectively interpreted the transcribed data through a process of thematic analysis, whereby I used coding as a way of categorising the text in order to establish a framework of thematic ideas about it, as recommended by Gibbs (2002). Thematic analysis assisted me in identifying, analysing and reporting on patterns (themes) within the data. According to Braun and Clarke (2006:79), it minimally organised and described data in rich detail. Thematic analysis methods helped me to describe patterns across the data in an attempt to understand the respondents' experiences of reality in detail. Substantial dissections in viewpoints appeared between the respondents across gender, race and age, although the viewpoints conveyed within these categories were comparatively congruent and appeared to grasp 'theoretical saturation' (see Klettner, Clarke & Adams, 2010) early on. I applied the step-by-step guideline which involved writing up memos, re-evaluating the interview guide after 10 interviews, coding of data after 15 to 20 interviews, thematic analysis and report writing (see Hesse-Biber & Leavy, 2006).

#### **4.10.2 Memoing**

Memoing assisted me in tracking my research progress and helped to note ideas regarding connections within the data, particularly within each transcript and each case. After each interview, I immersed myself in the data by playing back the recordings of the interviews and comparing them with the transcript. During this process, I began to analyse and interpret the data by stating the main themes identified, identifying powerful quotations and noting the implications for coding (see Hesse-Biber, 2014). I recorded ideas that came to mind, looking for themes I deemed particularly important. After a few interviews, I specifically looked for common or diverging themes or experiences of the recruitment, development and retention of directors. For instance, I found that the respondents had more to say about my definition of TM and often added their own perspectives. As explained previously, I also found that my respondents, especially black respondents referred to race in answering most questions. It appeared to me that the black female respondents were affected most by race, while the white, Indian and coloured women were affected mostly by gender, which I found forming interesting themes, discussed in the next three chapters.

### 4.10.3 Thematic coding

Coding is defined as assigning numbers or other symbols to answers so that the responses can be grouped into a limited number of classes or categories (Cooper & Schindler, 2008:424; McDaniel & Gates, 2000). In essence, coding involves interpreting and classifying responses so that they can be assigned a numerical value in preparation for data analysis (Hesse-Biber, 2014:320). Hesse-Biber (2014:320) notes that it is necessary to be cautious during the coding process. She argues as follows:

On one hand because the interpretive process can be highly subjective, applying a feminist perspective or any other perspective when coding can distort the intended meaning of the response, on the other hand such interpretation may be seen as using a feminist lens through which to view the data and articulating a feminist viewpoint (which may otherwise be suppressed).

As a result, co-coding is important in feminist scholarship, as the researcher attempts to maintain conventional objectivity, while at the same time giving voice to women or any oppressed groups (Hesse-Biber, 2014:320). To overcome this, Hesse-Biber (2014:320) suggests that feminist research should involve those who are unaware of the study hypothesis to code the responses. I appointed an independent qualitative analyst who is a professor in Psychology and Nursing, which is a different field to mine, to participate in the co-coding of the first nine interview transcripts, which resulted in coding triangulation using two coding methods. I performed coding electronically in ATLAS.ti, the qualitative consultant manually coded the transcripts and we both independently studied the transcripts and then discussed general themes. We then independently re-reviewed the transcripts to identify specific themes that emerged. My supervisors also assessed the thematic coding and analysis.

The process of case analysis unfolded as follows: First, I read all transcripts within a case more than once, and recorded some observations and reflections about each interview experience in a separate reflective notebook, and performed the documentary analysis. Second, I uploaded the transcripts into ATLAS.ti in each case for thematic coding and to identify emerging themes. This process was done both electronically and manually in conjunction with a peer coding partner, as explained

earlier on. The main objective of thematic coding was to formulate brief expressions that comprised of sufficient accuracy to remain grounded in the text and sufficient constructs to provide conceptual understanding. Third, I studied the developing themes and grouped them collectively relating to the conceptual connections. A theme is considered to be an expression of the latent content of text whereby a condensed meaning unit, a code or a category can fit into more than one theme (Graneheim & Lundman, 2004:107). This phase involved identifying patterns in the emerging themes and creates a structure that will be necessary to identify converging ideas. Fourth, I established themes. Lastly, I created a design matrix network displays using the meso-level approach. The major themes and subthemes established in each case are discussed from Chapter 5.

#### **4.11 LIMITATIONS AND STRENGTHS OF THE RESEARCH DESIGN**

By its nature, qualitative research design has some limitations, which were inherently observed in my study. Miles and Huberman (1994:2) point out several limitations related to qualitative research. First, qualitative research comprises a labour-intensive activity, which is reflected by data overload. Second, researcher bias can have the potential to minimise the reliability of the findings, but feminist research accounted for this limitation. For example, I agree with Letherby et al. (2013) that subjectivity exists in qualitative research, and thus constant critical reflection on the data was paramount to get to an objective position. Third, qualitative research data processing and coding possess time demands and lastly, the generalisability of the findings as well as the credibility and quality of findings are usually questioned in qualitative research. Hence, methodological transparency was critical to ensure that the research process and findings are clear and open to critical scrutiny by others, which is a vital aspect of feminist research (Hesse-Biber, 2007; Letherby, 2003). In addition, collecting data through a feminist epistemological framework has some limitations, but which can be accounted for. Brooks and Hesse-Biber (2006:15) enquire about how the aspects of experience, positionality, subjectivity, emotionality and embodiment interact within the feminist research process and influence the methods which feminists use. Due to the invitation of external experts not in my field to assist in co-coding, the generalisability of the findings as well as the credibility and quality of findings are unlikely to be questioned, as discussed in Section 4.10.3 above. Measures to ensure trustworthiness

in the data described in Section 4.12 below also attest to the credibility and quality of the findings of this study.

This doctoral research was time-consuming and emotional in many instances. It was difficult to obtain respondents to partake in the study, making my research a labour-intensive process, which comprised of constant telephonic follow-ups with company secretaries or personal assistants of the BoD, driving to mining operations/restaurants/homes of respondents to conduct interviews, attending related events to secure appointments and writing up field notes. I also experienced challenges with obtaining appointments with the white directors, which I found disappointing, discouraging and emotionally draining. It was my intention to present findings that represent a balanced representation of all races in the sample with the aim to present unbiased findings. However, I was able to secure only a few appointments from the white racial group after multiple requests.

I spent a large amount of time doing fieldwork and interviews as well as making sense of the data through analysis and processing. The process of data collection and analysis took long due to an intensive peer-review process. Large amounts of data produced were uploaded in ATLAS.ti, which assisted to manage the data and in the effective process of thematic coding and analysis. In terms of bias and subjectivity as a potential limitation, I was open throughout the research process about my position as a feminist, my subjectivity, my perspectives and my worldview, and I personally engaged in collaboration with the respondents throughout all stages in this research, without influencing their experiences and responses (see Brooks & Hesse-Biber, 2006). As Brooks and Hesse-Biber (2006) suggest, through my reflexivity process, I was cognisant and critically reflective of my position to influence the achievement of knowledge throughout the research process. Particularly this is because most of my respondents were black, and because the black women and men were more open with their responses than any other race – which I believe is because they thought I could identify with them. However, I was critical of those responses regardless of whether I identified with them or not. For example, most respondents alluded to black women lacking confidence in boardrooms. I did not take that information as is, I sought to determine why they were perceived that way. Indeed I found that black women had insecurities because of their social background, identities, social constructions and

exposure to a hostile board culture, aggravating the need to be accepted, which consequently nullified their qualifications and expertise and which influenced their perceived confidence or lack thereof.

Apart from these limitations, I recognised some strengths of this research. The data in this research are valuable, as it is hard to access boardrooms (Kakabadse et al., 2015). Moreover, research on the topic of WoB tends to focus on quantitative methods that use accounting data to measure the impact of WoB representation (Adams & Ferreira, 2009) to argue against or for the inclusion of WoB. This research design resorted to focus on understanding the overall process of director recruitment, development and retention in order to relate the inequalities that play at hand in TM practices. Research also suggests that the chairperson's role is vital in advocating for equal opportunities in boards (Kakabadse & Kakabadse, 2008), therefore the analysis provided insight into the role and positions of chairpersons and CEOs regarding the issues of WoB.

#### **4.12 MEASURES TO ENSURE TRUSTWORTHINESS**

Measures of trustworthiness in a qualitative study are concerned with the ability of researchers to gain access to respondents' insights and experiences, and whether they are able to deduce their intended meaning, and with the ability of the interview guide to aid in the generation of consistent findings at different times and under varying conditions (Saunders et al., 2016). These requirements depend on subject knowledge and good interviewing skills (Miles & Huberman, 1994). I have experience in performing qualitative research studies, which I began when I was studying towards my master's degree (obtained *cum laude*). My experience involves personally conducting interviews and performing qualitative and (quantitative) data analysis. The trustworthiness of this doctoral study was corroborated through triangulation and a rich, thick description of the findings, which entailed verbatim quotes. Recording the interviews and memoing during the research can be a way of authenticating findings of the research (Merriam, 2009). I documented the process of data analysis and interpretations in ATLAS.ti, which is attached to this thesis in the form of a CD. According to Lincoln and Guba (1985), measures of trustworthiness comprise dependability, credibility, construct validity, transferability and conformability. All these aspects are discussed below.



Dependability refers to the researcher's responsibility to validate that the research process is logical, traceable and documented. Dependability means considering factors of both variability and the phenomenal or design-induced changes (Lincoln & Guba, 1985:299). Yin (2014:46) emphasises that dependability demonstrates that data-collection procedures can be repeated with the same results. All interview audios and transcribed interview data are made available with the thesis. As discussed, I obtained ethical approval from the College Ethics Committee before I started collecting the data. Hard copies of the signed ethical consent forms with the respondents' forms are part of the documentary evidence. To meet dependability requirements in case study research, a case study database has been recommended (Yin, 2014). I created case study databases for each case company whereby a case study report per case was reported. This was combined with field notes per case as well interview transcripts.

Credibility ensures that data and data analysis are aligned with the research objectives (Guba & Lincoln, 1994; Marshall & Rossman, 2006). All critical results in each case study should have validation and reassurance that key implications are not being overlooked (Stake, 2006:33). The credibility of the study was enhanced through triangulation and construct validity. Triangulation enabled association of findings from different sources, indicated emerging themes within the study, and aided in enhancing the accuracy and substance of the study. Construct validity implies that the researcher checks with respondents whether their intended meaning was accurately captured by the researcher after the interview has occurred. This process is regarded as 'member checks'. Creswell (2007:208) refers to this as "writ large", regarded as the most important procedure for ensuring credibility. I e-mailed the respondents the transcriptions of their interviews to review their verbatim responses in conjunction with the audios and gave them the opportunity to clarify on any statements they made. I also gave them the opportunity to change any responses during this practice. Fortunately, the respondents who responded to my e-mail did not require any changes, while some did not respond to this call. According to Saldana (2009), member checks also assist to explain thoughts, obtain new ideas and encourage trustworthiness by communicating emerging themes with respondents. It was my desire that a draft of the descriptive findings per case would be discussed with each respondent for assessment, interpretation and clarification as part of corroborating crucial truths and

confirming the case report (Yin, 2009). However, after each interview, the respondents requested a summary of the results upon completion of this research.

Construct validity further entails certifying a coherent, progressive process that can be reconstructed and predicted by an external audit (Sinkovics, Ghauri & Penz, 2008:703). For this reason, I kept a chain of evidence, or an audit trajectory, detailing the data-collection procedures and thematic coding and analysis. As suggested by Merriam (2009), I used a separate reflective notebook to note each phase of the study, from the pilot study and interview process to data analysis and report writing. Yin (2009) views the chain of evidence as critical to track the gathering of evidence of the case analysis and the methods used to derive findings. This documentary evidence is also attached to this thesis in a CD format for ease of verification for the supervisors and examiners of the thesis.

Construct validity is furthermore reinforced by designing an objective interview (Cook & Campbell, 1979). As discussed in Section 4.8.4, the semi-structured interview guide was designed by me, reviewed by the supervisor and external advisor and piloted by a CEO of a JSE-listed mining company. The semi-structured interview allowed the respondents to drive the research. A strong level of trust was developed with the respondents by explaining the purpose of the study and reassuring them of their anonymity and confidentiality of participation in the study. This practice contributes to the credibility and confirmability of the results of the study (Lincoln & Guba, 1985).

Transferability is concerned with validating “the extent to which findings can be transferred to other settings or groups” (Pollit & Hungler, 1999:717). Transferability is therefore not about replication, but about whether nearly some connection could be found in other research contexts. Quantitatively, the results of this study cannot be generalised. However, case studies and multiple case analysis enable the prospect of generalising the findings to other context terms because they are rigorous and rich and likely to have meaning for others in similar situations. I believe that my study can be helpful to other post-colonial countries where women experienced and still experience oppression. I have made references for transferability, but I leave it up to other researchers to be critical of my findings and to determine whether the findings would be transferable to another context as also pointed out by Graneheim and Lundman (2004:110).

Confirmability (objectivity) establishes whether the analysis can be confirmed by anyone and that data and understandings of the analysis are not just fictional. Confirmability was enhanced by making the research process transparent and linking the findings and interpretations to the data in ways that can be easily understood by others. As explained previously, an audit trajectory report is made available to enhance the confirmability of the records.

#### **4.13 CHAPTER CONCLUSION**

In this chapter, I explain the methodology applied in this study to gather, analyse and report on the findings of the study. I employed a feminist epistemological approach, which supports the use of qualitative research to guide the research process. A multiple cross-case analysis design was deemed suitable to address the research objectives and to answer the research questions of the study.

This chapter further describes the sampling procedures, data-collection strategy and the methods I used to analyse the data. I also discuss the limitation of the research design and the measures to ensure trustworthiness. The next chapters present the case analyses and cross-case analyses of the findings of this research.



## **CHAPTER 5**

### **CASE A AND B ANALYSIS**

#### **CASE A**

##### **A.1 BACKGROUND**

At the time of data collection, the board of this company had 13 board members comprising of nine men and four women (approximately 30% female representation). By the time of data analysis, the board had 11 members comprising of seven men and four women (approximately 36% female representation). During data collection and analysis, two men stepped down from the board.

Two men (black and Indian) and four women (2 black, 1 Indian, 1 white) agreed to interviews, totalling six interviews in all. For confidentiality purposes, references to company names and individuals are not revealed to avoid possible identification; this will be applied throughout all cases.

##### **A.2 APPROACH USED TO COLLECT DATA**

My research design focused on understanding the overall process of director recruitment, development and retention in order to develop recommendations for improving female directors at board level. The process of data production and analysis and personal experience (reflexivity) in doing the research is discussed in detail in the methodology chapter. A summary of data gathered in the analysis of Case A is presented in Table 5.1.

**Table 5.1: Summary of data gathering of Case A**

Data source	Description
Interviews	The six interviews amounted to 204 minutes of recording and 130 pages of transcribed interview material.
Field notes	Fields notes documented the main impressions of TM at board level and my subjective position or the significance of my personhood as a researcher was reported in my reflexive journal.
Company documents	Latest annual report (2016/2017), code of ethics, remuneration policy, compliance policy statement, code of business ethics, labour rights policy, gender equality and empowerment of women policy, global transformation policy, recruitment, selection and induction policy, bonus share plan, long-term incentive plan, gender diversity policy, Board Charter, terms of reference: Social, Ethics and Sustainability Committee, terms of reference: Audit and risk, Terms of reference: Investment, terms of reference: Remuneration and HR. Only seven documents were prioritised for analysis. The document analysis produced 90 pages for analysis.

The next table presents the demographic information of the respondents of Case A as well as a brief interview context emanating from the field notes and my reflective journal notes on each interview.

**Table 5.2: Demographic information of respondents and interview context (A)**

Interviewee, primary document number	Position and gender	Pseudonym	Interview context (from field notes and reflective journal)
1,1	CEO, male	John	Upon receiving the invitation by e-mail to partake in my study, John contacted me immediately on my mobile phone signalling his intent to partake in the study. As the CEO, he furthermore instructed his vice president of HR to set up appointments for me with some board members, who were six in total. The interview with John occurred in the boardroom on the premises of the company. I found that John was at ease with the questions and took time to think through his responses. He requested for clarification on questions before answering. He answered questions as comprehensively as possible and I felt that he demonstrated a caring character during the interview, which made me feel at ease. After the interview, John was interested to know the reasons why I chose this topic, which I explained in brief as my gender activism advocacy. John further asked what advice I would give to ensure better female representation and what my observation was about their board. I explained that my recommendations would be released at the end of the study, which will be made available through an article or summary of the results. I realised from John's interest that academic research was needed in this industry as an intellectual process of improving the status quo.
2,2	Independent non-executive chair, male	Peter	The interview with Peter occurred telephonically and his initial comment was that this is a very important topic. Peter tended to pause and think through questions before providing an answer. He further emphasised his support for women development in South Africa. In detailing his career path, he mentioned that he was one of the people who were involved in drafting the national draft of the Employment Equity Act and he is a member of an organisation advocating for female representation. The interview went smoothly and like John, Peter requested for the results of the study and emphasised that it would benefit the mining industry meaningfully.
3,3	ED, female	Norma	The interview with Norma was online, referred to as an 'online meeting'. Initially, there was a technical error in connecting with Norma and I think that led to her frustration. As soon as we were connected, I greeted her and with some form of annoyance, she commented, "Nthabiseng, you are late". As soon as I explained that I had been connected all along and that it might have been a network error, she then

Interviewee, primary document number	Position and gender	Pseudonym	Interview context (from field notes and reflective journal)
			<p>said I had 30 minutes with her, although the interview was scheduled for an hour. I apologised and realised that the faulty technicality of connecting to her online had set the scene for a cold interview. Because the interview was an online meeting, it was difficult to ensure that she was calm before I proceeded with the interview. Under that discomfort the interview started. I utilised the 30 minutes to the best of my abilities by asking the most critical questions. Norma's voice was soft throughout the interview, which made the transcription of the interview very difficult. At first, she gave cold and short answers, but as the interview progressed, she seemed to enjoy the topic and started providing responses that were much more comprehensive and detailed. One thing that stood out from the interview was her mention that no matter what women do, they are always going to face challenges in the mining sector because of bias and industry stereotypes. Like her colleagues, John and Peter, she requested a summary of what I found in my analysis.</p>
4,21	ED, female	Stacey	<p>Similar to Norma, the interview with Stacey occurred as an online meeting, but we experienced no technical issues in the connection. Stacey was articulate and straightforward and provided comprehensive answers. At the end of the interview, Stacey asked to make a comment, which she felt was from her own observation throughout her career. She has over 15 years' board experience and a record of accomplishment of serving in large listed companies. Stacey stated that in her experience, women do not support one another and emphasised that this needs to change. She also stated that regardless of the type of industry, men defer to women as incompetent and unsuitable for boards. She shared that through experience and growing professionally, she overcame perceptions of incompetence of female directors through her confidence, which she explains younger women lack. She appears to be confident and informed on the issues women face on boards.</p>
5,22	INED, female	Busi	<p>Through a telephonic interview, I found Busi as warm, experienced and soft-spoken. Busi was brutally honest by sharing sensitive information that many other respondents were uncomfortable to openly state. Busi suggested that the attitudes of men on boards perpetuate the old boys network (golf) and that there were connections among board members of the same race. Busi also stated that male board members were insensitive to human rights issues and aspects that involve women, such as violence against</p>

Interviewee, primary document number	Position and gender	Pseudonym	Interview context (from field notes and reflective journal)
			women. As a human right activist, she felt that the board deliberately ignored these issues, making it a women's agenda. She also mentioned various challenges that women face, such as balancing work, family and career life, which she stated affected her availability and presence at home.
6,23	INED, female	Sarah	The interview with Sarah was face to face at the premises of the company in a boardroom. I found the interview fun, interactive and free-flowing. Apart from her experience with the case company, Sarah shared her experiences with the international boards on which she serves, which demonstrated a worldwide resistance of WoB from men. She tended to deviate quite often from the questions by sharing a few aspects of her personal life and personal ambitions, such as wanting to travel Africa. Sarah mentioned quite a lot regarding her reputation as a board member and stated that she was very selective in accepting board appointments.



The analysis of all cases (chapters 5, 6 and 7) followed a similar approach, which involved an assessment of main themes that emerged that would give an impression of the overall approach to TM at board level in each case. In order to unpack this, the first question related to the respondents' experience of TM at board level; the recruitment process followed to appoint board members was explored second, followed by an assessment of which women are appointed and the extent to which recruitment differs between male and female directors. A consideration of how women are developed or prepared for board positions was explored, followed by an exploration of the training and development initiatives available for board members, especially for women and how women experienced these interventions. The analyses of the cases were concluded through an examination of the retention strategies applied by mining companies to retain female and male directors on boards. Taking into account both female representation in the case and the analysis completed, the end of each case summarises the status of the case, using Adams et al.'s (2014) typology of boards as a support case or a contrast case (a company that needs intervention for improving women on its board). The meso-level approach was then used to provide a summary of the thematic findings in each case. The thematic analysis focused mostly at individual and organisational level, while at the societal level, the conditions or themes were constant and applied throughout each case analysis.

### **A.3 TALENT MANAGEMENT**

In making sense of TM at board level of Case A, one major theme that emerged was that the historical male bias foremost provides the context of the sector under analysis, which I realised was used as a defence for slow but willing transformation.

#### ***Historical male bias in the mining industry***

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The historic account of mining as an occupation and miners as labourers has been associated with male characteristics and identities (Botha, 2017; Jenkins, 2014). However, citing this reality perpetuates inequalities in this sector, whereby the historical male bias culture and mindsets of the mining industry still posit challenging stereotypes and attitudes that lead to a disposed but slow transformation process. A conscious outlook of the male-dominated mining sector by John recognised its inclination to male

stereotypical attitudes and behaviours in relation to TM, particularly in recruitment. Furst and Reeves (2008) caution that men have a tendency to recruit individuals who possess the same characteristics as them to sustain a male-dominated culture. In line with John's comment, stereotypical attitudes that favour men exist, which is in line with social identity theory, implying that talent is viewed from a social identity construction of people identifying with people like themselves. Furthermore the historical male bias appears to be cast off as a defence to protect inequalities and perpetuate the history of male-dominated boards. Accordingly, this suggests that inequalities and slow process should be expected as common and acceptable based on the history of mining as a male-dominated environment, requiring specific social identities. John stated as follows:

*To be fair I'd be lying to you if I weren't saying the mining sector, in particular, has been very male-dominated, largely because of the history, the heritage, etc., but it's the same anywhere else in the world. So, to a certain extent there's a natural bias towards [recruiting] men but it takes a courageous individual to turn around and say: "I want to not follow the trend, I want to actually pedal against it."*

This comment indicate that patriarchy is still intensely engrained in the mindsets of most men, which is challenging to exterminate (see Nienaber & Moraka, 2016:148) regardless of company policies. What is needed is the individual change of the mindsets in understanding the importance of WoB (Moraka, 2013) as an equality but also a business perspective.

Nonetheless, Case A was one of the leading company in the gold mining sector with a representation that exceeded the critical mass (four women members), while the average norm was one or two women on gold mining boards. It therefore should be acknowledged that an assertion made to pedal against biased attitudes and not following the trend is demonstrated by a better representation (although not adequate) of women in comparison to other companies in the gold mining sector. The board has approved a gender diversity policy at board level in 2016, which stipulates that at least 30% of board composition should be women. At the time of analysis, the board composition was at 36%, beyond voluntary targets of 30% (according to the Annual Report, 2016/2017). However the 36% was not because of an increase in women appointments, but because of two men who stepped down. The replacement of these candidates with women would demonstrate the true commitment to WoB, which

positions were still vacant at the time of finalising this thesis. Some of the strategies to improve WoB was demonstrated in the company's code of ethics:

*We are committed to providing equal opportunity with regards to selection, recruitment, promotions, transfers, remuneration, training and development and use of facilities. We value diversity and treat each other with dignity and respect. The company prohibits all forms of discrimination. (P8:16:86)*

While the extract of this policy above applies to all directors and all positions in the company, the reality is that the company does not have a TM programme focused on WoB. According to Norma, the TM programme is directed at the right diversity of leadership, implying that 'right' is men, as women were still the minority on this board. I noticed a glass ceiling effect from Norma's comment below, which stated that women face discriminatory practices of development opportunities that allow them to serve on subsidiary boards, but not the main company's boards:

*Not necessarily for women, not necessarily. We have a talent management programme that aims at ensuring that we have the right diversity for leadership positions here and for improvement of our board ... we're not necessarily developing our internal talent to become [board members], they sit on our subsidiary boards. (Norma)*

In literature, the practice of not developing women talent internally to serve on main boards creates an invisible barrier termed 'glass ceilings', which is applied to strategically bar women from advancing to higher levels (Adler, 1993; Barr, 1996; Fisher, 1992; Himelstein & Forest, 1997; Yousry, 2006). According to Vassell (2003), these organisational barriers and practices seek to develop women in non-strategic positions, which limit their influence in decision making and presence on boards.

#### **A.4 RECRUITMENT OF DIRECTORS**

A thematic analysis was carried out to review how the respondents understood, expressed and experienced the recruitment process, and to establish how women were integrated through the recruitment strategy. Five main themes emerged, namely (1) formal but gender-biased recruitment, (2) women recruited for compliance, (3) stereotypical construction of women's roles (4) complementary board chair and CEO leadership, and (5) biased recruitment criteria.

## **Formal but gender-biased recruitment**

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Jenkins (2012) affirms that recruitment on boards often does not involve a formal process. However, I found that the recruitment process in this case was formal and included various board members (in accordance with King IV). However, I found that the recruitment process differed between the type, role and influence of the position, namely executive (CEO and CFO roles) and non-executive/independent directors, and that it was open to bias through the nomination committee, which was dominated by men.

For non-executive or independent directors, a formal process led by the board chair of the nomination committee involved searching for candidates using executive search firms (also described by Ruigrok, Peck, Tacheva, Greve & Hu, 2006), who suggest names to be shortlisted by the committee. This process is commonly practised, whereby nomination committees are responsible to steer the practice of director identification, evaluation, nomination and election by all the members of the board (Committee on the Financial Aspects of Corporate Governance, 1992; Conyon & Mallin, 1997; IoDSA, 2016; Krus et al., 2012). While a formal process was followed to meet King IV criteria, the nomination committee was dominated by men and led by a male chair. This implies that men dominated decision making of who should serve on the board, and according to Busi, men were prone to promote men or acquaintances within their networks, which ultimately discriminated other women, consistent to Smith et al. (2013).

*We have a nominations committee. The nomination committee is responsible for driving the recruitment process of our board members. The [executive] search company will then give the nominations committee a whole lot of names that are compatible with what we want and they will go through those names and then they will decide on two or three, and those two or three will then be given to the rest of the board to look at. The nominations committee will come and make a recommendation to the board and the board will make a decision to endorse their recommendation or not. (Busi)*

While it appeared that a formal process was followed for recruitment, the nomination committee (men) still maintained control of whose names get selected and remained with the power to elect candidates whom they preferred. These observations are in line with the power perspective theory, which implies that talent development can be

hindered or supported by those in power, such as board chairs who are dominating mining listed company boards at 93%.

Another example was mentioned by the experience of Stacey (an executive) who reported that interviews were done by few members, namely the board chair, CEO and the chair of the Remuneration Committee. Interestingly, all the chairs of these committees were men, implying their power in decision making. This finding affirms that unfortunately, women are still not part of the decision making tie in boards, as argued by Szydlo (2015).

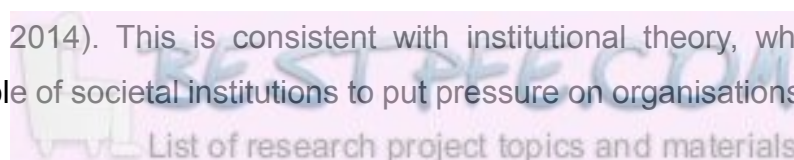
*In my instance because it was the CFO role it was meeting with the chairman [of the board], meeting with a chairman of the audit committee, meeting with the chairman of the remuneration committee and meeting with certain other board members as well. So it is quite a thorough process. (Stacey)*

Whether the recruitment was for executive or non-executive directors, the formal process followed the provisions of King IV and the Companies Act of 2008, which state that the process of board recruitments and selection should be official and inclusive of every member of the board. However, my analysis found that men had an influence over the recruitment process. This relates to a recruitment bias, whereby existing board members have the freedom to recruit new board members who look, act and think like they do (see Fitzsimmons, 2012). Similarity bias is the result, as existing board members are likely to appoint candidates who are psychologically attracted to them (Jenner, Dyer & Whitham, 2008), consistent with social identity theory. As also demonstrated in Section A3, the historical inclination of being male-biased is portrayed in career ladders, recruitment and selection methods, and the culture of corporations (Szydlo, 2015:99), which perpetuates inequality.

### ***Women recruited for compliance***

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I found that the respondents' experiences were that the recruitment process was based on compliance first and value add second. This was a result of boards being compelled to be transparent about the composition, recruitment, development and retention of directors and report on WoB representation (Carroll, 2014; IoDSA, 2016; JSE, 2016; Rhode & Packel, 2014). This is consistent with institutional theory, which makes provision for the role of societal institutions to put pressure on organisations. Remarks



by the first woman to be appointed on the board of Case A, Busi, revealed that initially recruitment in the case of women was for compliance; however, the talent of women emerged recognisable from women's inputs.

*Initially I think it was tokenism and compliance and now I think increasingly there's more of an understanding of the actual value that we add to the board. (Busi)*

This finding supports the critical mass theory (pioneered by Kanter, 1977), which suggests that only when a threshold is reached of more than three women (a critical mass), the value of WoB becomes more visible (Kramer, Konrad & Erkut, 2006). Unfortunately, my findings were that women's value and the role they played in boardrooms were attributed to their gender stereotypical attributes, as discussed in the next theme.

I found a general feeling from the women interviewed in this case that enforced compliance to improve WoB presented opportunities to which they would not necessarily be privy. In line with Natividad (2012), without compliance, the recruitment of women would be delayed on boards. However, compliance-based recruitment poses several challenges for women, for instance, the female respondents displayed a sense of discomfort about being recruited to boards solely for legislation purposes and not based on competence. As such, they were concerned that they were taken as token appointees, consistent with the token theory – that tokenism undermines the talent women bring to boards. According to De Cabo, Gimeno and Nieto (2012), token appointments trap women in a misrepresentation of roles and generate additional stress for women who are not as experienced as men. For this reason, women submitted that the value-add (competence) of women should be the first prize and compliance the second prize. Sarah captured this stance most succinctly:

*I don't like them but I think they are necessary. I don't like being pigeon-holed I never want to join a board because I am a woman. I never ever would want to be someone like that, you are a woman then we check the box. I think they are important and what I find is that they have created a discipline within boards to search outside of the men's comfort zone.*

Unlike the contention of others, such as Dahlerup and Freidenvall (2008), who suggest that quotas might compromise the competitive process of finding a suitably qualified candidate, from the responses of the women above, quotas and merit may complement each other (see Forstenlechner et al., 2012; Sayce & Özbilgin, 2014) as

long as quotas are not the sole purpose for recruitment, which may be counterproductive.

### ***Stereotypical construction of women's roles***

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Eagly and Karau (2002) as well as Furst and Reeves (2008) caution against gender-stereotypical roles of women as supporter or follower roles on the board, whereby women are likely to express behaviours of femininity associated with communalism, nurturing, admiration and subjugation. As reported in the previous section in the words of Busi, the critical mass enables the contribution of women to be recognised. However, I found that the contribution of women signified follower/supporter roles of being communal, calm, nurturing and a concern for other stakeholders other than shareholders. This finding is consistent with the social role theory in WoB research, holding that talent emanates from the social roles men and women occupy, which are based on social constructions.

*In many ways we say take care of your shareholders but ... but as well our stakeholders especially the workers [and] the communities. I don't know if it's the process of osmosis or maybe because we are women and we are therefore more nurturing. Even on the health and safety side there's kind of ideas we bring forward other than the ideas around safety that have to do with technical aspects of safety. [Women] bring a more humane aspect of safety, how you get your board into safety-consciousness by the miners and so on. I think because we look at the work through different spectacles we sometimes see things that the men don't see because [of] their whole views of life and technical background. (Busi)*

As a gender role stereotype, according to Liu (2013), these types of feminine characteristics may affect the perceptions women hold about themselves and that others (men) hold about them. I found that men held views of women as caring individuals who fight for their teams, which signifies communal attributes, as stated by John:

*Their ability to deal with crisis is much better, I notice. They are quite calm. They are very good managers of their teams, and they stand by their team and they fight for the team and they are more prone to speak their minds.*

The implication of the above comments is that talent is behavioural, according to the social role theory, whereby women and men are distinguished to specific roles that are

aligned to their gender. Therefore, behavioural differences between female and male directors might even have an effect on corporate decisions (Palvia et al., 2015), and even on which type of women is appointed. A classic example described by Melamed (1995) is of a 'psychology of women', namely that the character of men cultivates the tendency of boards (men) to disregard issues that have to do with human rights and health and safety. In terms of deferring those roles as women's roles, Busi notes:

*There are lots of issues that sometimes the men have a blind spot to. It's the very issues like human rights in the workplace, like sexual harassment, like there's also something to celebrate 60 days of violence against women by the company.*

Therefore, men's ignoring of human rights defines behavioural differences and societal role expectations of women and men, which is problematic, as men may be associated with rationality on the basis of attributes of aggression, dominance and competitiveness, while women's communal and nurturing roles display them as emotional (Diekmann & Schneider, 2010; Eagly, 1984). This may also intensify social perceptions of women to act like a woman before she can be a leader (Barker, 2012).

Literature shows that another gender role categorisation is women's sensitivity to ethics and risk aversion (Post & Byron, 2015). Meta-analytic evidence (Post & Byron, 2015) suggests that women tend to demonstrate more ethical behaviour than men. Moreover, women as board members enforce ethical behaviour and good governance (Franke et al., 1997; Jia & Zhang, 2013; Nekhili & Gatfaoui, 2013). I found that men acknowledged women as more ethical and transparent than men are. This finding is consistent with the theory of gender difference, where talent varies based on gender. As explained by CEO John, he used feminist ethics from the characteristics of the CFO (woman) to benefit from the ethics of women:

*You cannot undermine them. As the investment committee, typically, you'll have a CEO and CFO as members of the investment committee, but I intentionally took myself out and put the CFO in there because she can call for a closed-door meeting of the investment committee, kick the rest of the management out, and say: "Listen, I'm seriously concerned about this investor. The CEO is so aspirational, wants to put the money there, but I think we should put the brakes on this one."*

John's view is in line with that of Ricketts (1991), who found that women are direct, no-nonsense and more ethical in behaviours, while men will do direct favours for the boys,



or twist the rules a bit to make the end justify the means. According to Ricketts (1991), men prefer to work with men, but they would prefer women as second in command because women will be loyal, carry out instructions and act ethically. While the company benefits from the ethicality of women, the other side of the coin may situate women to follower rather than leadership roles. In addition, ethical business forms part of good corporate governance, which is stipulated in the King Code of Governance in South Africa. Therefore, it would be fitting to see more women recruited to ensure ethical conduct of the board and the company. Health and safety issues as well as ethics in mining boards are issues that are of high interest to investors and many other stakeholders. Therefore, having WoB ensures that all aspects of stakeholder concerns are met and supports the business case imperative; however, women remain a minority on boards.

### ***Complementary board chair and CEO leadership***

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Thornbury (2003:77) states that culture is a leadership issue and that the obligation for shaping an internal organisational culture relies on the influence of the leadership in an organisation. Bagati (2011) suggests that two main types of leadership that could increase WoB are (1) current female executives who can be role models and mentors to other women and (2) CEOs and board chairs who can provide a culture that promotes and supports WoB and also insist that nomination committees search for women in the recruitment process. Stacey reported that the last recruitment drive for board candidacy at her organisation involved an upfront declaration by the board chair to appoint a woman:

*The chairman of the board and the nominations committee specifically did want to appoint a female.*

Regardless that my findings show that women are initially recruited as tokens, from the leadership style of the board chair and CEO, there was a possibility of pro-feminist men who demonstrated commitment to improved WoB representation. Furthermore, this finding displays the upper echelon theory, that TM is based on the powerful actors in the organisation, such as board chairs, who give women opportunities, although initially based on tokenism. Ragins et al. (1998) argue that CEO commitment to gender equality on boards plays a significant role and that this commitment is better when it

comes from a man. I found that CEO John and board chair Peter embodied pro-feminist male characteristics. For example, John stated that he grew up around women, has a daughter and has affirmed his positive position regarding the ability of women to be effectual contributors to society who should be afforded equal opportunities in employment. Peter was also hailed for the commitment to gender diversity through various initiatives in which he is involved. John is cited as saying:

*Basically I've been brought up with women so that's probably put me in a very good position to be able to understand their issues and probably deal with it.*

John further explained:

*Our chairman is one such person and I'm the other person in that regard and you go with a clear objective saying that: "We are going to look for the best person for the role and don't presume that the best person for the role can't be a woman. Put everybody through a process, we will make a selection."*

An interesting remark made by John was that with a critical look at mining companies' boards where the chair is a woman, it appears that very few women occupy board seats. This reflects important findings of Case B, where the chair is a woman, which led me to believe that he was referring Case B and possibly calling for awareness.

*What was interesting is the point I made to you, when I look at boards where women are the chair and I look at the gender there, that's the bit that shocked me. (John)*

These issues are reported in detail in the next section, Case B.

I found that the leadership of the organisation plays a critical role in ensuring that the culture of the board and subsequently the organisation is receptive to the inclusion of women, as also observed by Bagati (2011).

### ***Biased recruitment criteria***

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In line with Fitzimmons (2012), I found that the recruitment criteria to appoint directors on boards is biased (towards men). Detailed recruitment criteria suggested by the respondents presented in Table 5.3 below show that unethical reputation is a deal breaker for individuals to serve on a board. While women demonstrate exemplary ethical conduct more than men, as implied by John and confirmed in literature (Franke

et al., 1997; Jia & Zhang, 2013; Nekhili & Gaffaoui, 2013; Post & Byron, 2015), women still remain the minority in the boardroom. Operational skills in mining as well as board experience were often cited as desirable criteria. This is no different to what Hillman et al. (2000) and Singh et al. (2008) refer to as a stringent criterion by often citing operational experience as one of extinct attributes. A limited pool of women with careers in mining, particularly board experience, still confront the mining sector because women are not promoted from within. Hence, often a limited pool of women to serve on mining boards has been largely reported (Motshegwa, 2013). From a summary of the profile of directors in JSE-listed mining companies in 2016 presented in Chapter 3 section 3.6, under table 3.9 where I show the major disciplines namely finance, engineering, business and law in mining boards. An assessment of the educational qualifications of board members in JSE-listed mining companies confirmed past research that new female board members possess business, finance and legal qualifications unlike more technical possessed by men (Magnier & Rosenblum, 2006). For instance, the majority of directors (174) had finance qualifications, with 143 men in the majority (82.8%) and 31 women in the minority (17.82%). In engineering fields, WoB accounted for 4% on average, while men dominated with over 95% of engineering technical knowledge in the mining sector with qualifications such as BSc Mining Engineering and Geology. Yet my review of the statistics from ECSA and SAICA show the increasing number of women registered professionals in these fields, demonstrating exclusion of women regardless of qualifications.

While my data suggest that multi-board membership counts against the director in the recruitment process because the board requires highly available candidates who will effectively contribute to board meetings and affairs of the company, director's rotation is very common, mostly among men in the mining sector, as demonstrated from the industry analysis of the profiles of board members. I agree with Daily and Dalton (2003), who observed that careful consideration of these criteria may demonstrate that even men do not meet some of these criteria. In other words, women often pay a higher price to obtain a director position (Groysberg & Bell, 2013).

The following table presents a short summary of the criteria reported from this case with supporting quotations.

**Table 5.3: Criteria for board appointments**

<b>Ethical conduct</b>	We will not touch someone who has got a checkered history or a checkered ethical past. We've gone away from appointing people who are otherwise capable in a job, both executive, at the employee level, who actually do not come with a good ethical background. Ethical and value set is what brings us together. (John)
<b>Reputation</b>	The main criterion is that sense of the persons who is known perhaps, has a reputation for having an independent side and would not be bullied into any decision by executives on a board. Very ethical these days, with corruption, highly ethical because in the sense, because the attitude of the person or the values of the person are important. (Busi)  The work is to be on boards of companies and then be, and not be as diligent in delivering your responsibilities because that brings with it serious reputational risks and then before you know what's happening nobody wants you on their board. (Peter)
<b>Expertise</b>	Obviously, the overarching point is the skills and the knowledge and the capability and the experience you bring to the party. (John)
<b>International exposure</b>	We have to have an international board because (this company) has got a global footprint and when she was appointed it would be because you know she was not just a women but she was also very highly skilled. (Busi)
<b>Board experience</b>	I think it's important that somebody has got practical experience you know to be able to be in an eligible position for recruitment to a board. (Stacey)
<b>Analysis of board memberships</b>	One of the things that everybody looks at when they decide on a director of any company is how many companies does this person serve on, would they have time because shareholders now, it's actually being published now attendance of directors at the board meetings because shareholders take a very dim view of directors who don't attend as frequently as they're expected. When you accept a board position you must be sure and satisfy yourself that you will be able to. (Peter)
<b>Operations knowledge</b>	I had no mining experience. So I had to prepare myself for the interview by reading about gold mining, reading about the company operations and familiarising myself with that information. (Busi)
<b>Interest in the company</b>	Did they take an interest in the activities of the company, are they actively engaged, would they attend and make time for the meetings. Very important, very important, because our meetings are quite intense. (John)
<b>Social acumen</b>	Importantly you have to understand the social issues and not only the business acumen, the finances, the market you also have to understand the social issues that your mining challenges in South Africa are very different from your mining challenges in Australia. So you have to be in touch with that and be able to give management, the executive oversight and guidance and how to operate above board in everything that you do but then also it's important that you're socially relevant in everything that you do. In mining, safety obviously important. You have to understand the communities where we operate, what you do for them and that's why you have those subcommittees that look at all of those issues. (Norma)

**A.5 TRAINING AND DEVELOPMENT OF DIRECTORS**

The development of directors relates to formal and informal initiatives aimed at improving the skills of directors upon appointment and during their tenure as director. As female directors are few (and new) in mining companies, it would be necessary to explore whether there is any specific type of training and development women and men are privy to and how they experience them. The following themes emerged from the analysis: (1) robust induction programme, (2) absence of formal training programmes, (3) informal mentorship, (4) unequal role expectations and (5) black women face development intricacies.

***Robust induction programme***

Induction is a means of introducing candidates to the environment to familiarise them with operational activities, expose them to the organisation's culture and set up some developmental initiatives. Most of my respondents reported on a robust induction programme, which was initiated by the first woman to serve on this board, Busi, after

experiencing frustration of serving on the mining board with no operational understanding.

*We do have a sort of induction at the beginning and in fact I instituted this when I started, it was based on my own experience. When a person is appointed there is a need to structure a proper induction throughout the process of the appointment so that he meets the critical people that are requirements from them to develop a relationship with. (Busi)*

The induction programmes introduce board members to their team and the business.

*Whenever they come in it's a detailed induction, it drags on for several weeks. It's days of the week, we expose them to board members, we expose them to executives, we expose them to other areas of the business, starting from strategy down to sustainability and we insist that they go on site visits. (John)*

Descriptions made by the respondents affirmed that the intensive induction programme is not necessarily aimed at women, but one that is comprehensive to cover aspects of inducting any board member into the business.

### ***Absence of formal training programmes***

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Most respondents reported on the absence of formal training programmes aimed at female directors or the board in general, therefore there is the assumption that the board has the required skills to execute board roles (Kakabadse et al., 2015), which warrants attention. Kakabadse et al. (2015) argue that the level of human capital of board member differs over time, regardless of gender, and therefore constant training is needed. Busi confirmed as follows:

*We don't have a formal training in development for board members.*

John stated that he was not put through any formal training and learned on the job:

*It was pretty much on-the-job training and watching other people do the job. I didn't go through any formal training for CEO.*

Although a CA by profession, John's experience in the mining sector stems from more than 25 years of industry experience, therefore it could be argued that he was exposed earlier in his career in mining and therefore had an added advantage of understanding operations and received on-the-job training and coaching.

Kakabadse et al. (2015) state that there is a need for boardroom education, both academic and on-the-job mentoring and coaching. The absence of formal training in the board meant that directors needed to identify their own training needs, and Sarah emphasised that women need to be proactive in seeking their own training and developmental opportunities:

*It's up to the individual director to demand one. How can you join a company and not for example [want to] see a mine? Even when the chairman or a CEO here or people might not have said to me you need to visit the mine, I would have insisted. I wanted to go see it. How can you be in a board when you don't understand the business?*

The only training programmes referred to by most respondents were the ones that usually provided updates to the board. Indeed, this was clearly articulated in the board charter of this company that “[c]ontinuing professional development programmes are implemented which ensure that directors receive regular briefings on changes in, corporate governance, risks, laws and the environment” (P13:10:5:1477). However, these types of training do not differ between men and women and no training is specifically directed to improve the skills of women. Stacey confirmed this:

*I'm not sure that our board specifically differentiates between male and female board members. I think what does happen is that we do training regarding, so let's say in the audit committee, in the profession itself, let's say there's been development. There's a new King IV that's come out like specific accounting standards that would have changed. We would do training for that but not specifically for males and females.*

Overall, my finding is that often the board assumes that male and female board members already have the skills to perform board roles. The company lacks a packaged board training programme that specifically educates board members on issues that would be developmental to their personal and career growth. As most women lack board experience, they could benefit from regular and personalised training. It also cannot be assumed that men do not need training, therefore providing opportunities for personalised training may also benefit male directors.

### ***Informal mentorship***

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The respondents did not report on any formal mentorship relationship either in the company or external; most mentorship was informal. However, the board chair



demonstrated passion and commitment towards developing women by stating that a female director whom he recruited to the board would be succeeding him when he steps down as board chair, as there was informal mentorship between the two. A critical scrutiny of board chair Peter's assertions further demonstrated the power of a board chair over the recruitment process, as he had already determined who would be succeeding him:

*There's a number of young women directors for that matter [whom] I've recruited onto boards. One of them is going to be succeeding me on one of the boards as the chair of the board as I step down. (Peter)*

This is contrary to Lansing and Chandra's (2012) contention that men are disinclined to take on a female mentee, as mentorship between different genders often results in a complex correlation and such relationship can be easily misinterpreted.

Only applicable to women, not men, my findings confirm Athey, Avery and Zemzky (2000) observation that mentoring within organisations are mainly taking place among members of the same gender. Female directors reported on the engagement with their mentees informally, which were mostly other women, and this was because women felt obligated to uplift other women:

*I mentor a few young ladies that I talk to, it's mostly informal. (Norma)*

Unfortunately, mentorship can be a burden, as women who rise in the ranks may often feel overwhelmed and obligated to support other women (Hochschild, 2003).

Although informal mentorship has been invaluable to the respondents, formal mentorship could benefit the company in creating a pool of candidates to recruit for board positions and furthermore enhance succession planning.

### ***Unequal role expectations***

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In line with theory on gender differences, WoB research has shown that talent is exercised based on gender differences, creating inequalities of expectations. My findings suggest three main inequalities in relation to role expectations between men and women. First, in line with Nkomo and Ngambi (2009), women in my study often



reported that they have to work extra hard in order to gain respect and often have to prove themselves to earn credibility from men:

*Women do have barriers too, some of the key barriers that I certainly experienced was sections that males don't have to deal with because women have to work harder to get recognition and to overcome the perceptions. (Stacey)*

*I think women know that we have to work twice as hard anyway as the man to make it. Unfortunately for women. (Busi)*

Second, women face internal and external social role expectations, consistent with social role theory, which often stem from self-consciousness of the obligation to advance other women into senior positions or act as role models. Literature suggests that in many instances women receive invitations for mentorship from women within the company and on other levels (Bilimoria, 2000; 2006; Terjesen et al., 2009; Van der Walt & Ingley, 2000). Such activities may often require women to speak at networking events, which may inspire other women to understand the challenges faced by women and how to overcome them. According to Stacey, it is the responsibility of women to advance other women as stated below;

*I think it's important for women when they get into board positions or into leadership positions that they have a big responsibility as a leader to make changes in the first place and to advance other women into senior roles. (Stacey)*

Third, often more than men, women reported that socially constructed family responsibilities for women, in line with social role theory, delay their quick advancement in the boardroom. Therefore, regardless of seeming to be gender-neutral, conventional organisational procedures, including recruitment and promotion, work against the advancement of women (Nkomo & Ngambi, 2009). This finding is congruent with Sandgren's (2012) finding that several women stop working when they have children, and subsequently, they delay returning or never return at all. Norma explain below how women battle in career advancement:

*I think most females when we start [a] new career you battle a bit, I suppose. So females tend to take longer to get to the same place as males do. Most of them stop to go and have the family and children and men don't have that problem and so it takes longer.*



In addition, women face issues of fraternising and socialising due to family responsibilities, which negatively affect the relations on the board and access to other networks. I found that consistent with the social identity theory, men have strong relations with each other even outside the board, which includes social activities such as playing golf. This is in agreement with the findings of Glass and Cook (2016), where female directors reported exclusion from professional and social networks and the convenience of golf for solidifying and sustaining these networks. Busi's comment highlights this intricacy:

*It's a culture that expects you to fit in. Like the board members, I don't play golf, they'll go off to play golf together, and over and above that there's a lot of stuff that goes on there. If you're not a golf player then it can lead that you're left out of certain things that are being talked about on the golf course. Often the board members stay in a hotel, going back here. I don't stay in a hotel; I have a home with a family. I decide to stay at home you know and that also means that whatever is discussed when everybody is sitting around the hotel room, in the lounge, they drink together, but you can't allow those things to bother you too much, it's just the way they are.*

In essence, the exclusion from informal networks perpetuates 'the invisible woman syndrome', which means that women remain 'outsiders on the inside', as they are often invisible and not included in social activities outside the boardroom (Moore, 1988).

### ***Black women face development intricacies***

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Other than reported homophile gender relations on the board of Case A, Busi, a black woman, reported on race relations on the board, also discussed in detail through rich data in the next cases. As Booyesen and Nkomo (2010) suggest, the intersectionality of race and gender converges, they influence each other and should not be analysed independently. Nkomo and Ngambi (2009) reported that African female leaders face subtle discrimination as obstacles to career success. From a black woman perspective, it was evident from the data that Busi faced difficulties regarding opportunities to achieve personal board relations and networks. According to Dlamini (2016b), less attention is given to the effects of colonialism and apartheid, particularly on black women. Given that during colonialism and apartheid black women's identity portrayed 'triple oppression' status, first as black people from white people, second as women from patriarchy and third as members of the working class exploited by capitalists

(Smith, 1992). Collins (1998) refers to the triple oppression in which black women were raised in a culture of resistance and says they were subject to racism, classism and sexism. As gender identity is rooted in racial identity (Bell & Nkomo, 2001; Booysen & Nkomo, 2010) and is reinforced and shaped by social constructions (Booyesen & Nkomo, 2010); therefore, Busi's realities can be regarded as unique, as she had to face a male network and a race network that limited her potential to access other networks:

*The relationship that the white board members have [with] the white executives, they have very robust kind of special relations, whereas I know them very well, I have a good relationship with them, but they will not invite me to their home. They'll invite a new person, you know, from England or from Australia or wherever, but in terms of South African fashion, we [black and white people] are also [in] a country where we don't actually engage, relate to each other, socially, so well.*

This finding is in line with that of Acker (2006) that at societal and group levels, gender takes on significance and is entrenched in the racial directive that classifies some groups as privileged and others inferior.

## **A.6 RETENTION OF DIRECTORS**

No formal retention programmes but some positive initiatives that may add to the antecedents of retention strategies if implemented as planned. Main themes reported in this case are (1) towards a culture of inclusion, (2) focus on equality, diversity and representation, and (3) board performance management system.

### ***Towards a culture of inclusion***

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Headed for a culture of inclusion, both male and female respondents reported that the board was committed to freedom of opinion, which encouraged different perspectives and resulted in a diversity of ideas. Contrary to Glass and Cook's (2016) findings that women are often dismissed in strategy discussions, John considered the opinions and ideas of other female board members.

*I do encourage freedom of speech. At Exco it is perfectly normal to challenge the CEO. So we took a pact when we all worked together in 2013 to say we will speak without fear of retribution.*

Similarly, women reported on the freedom of speech:

*The board is driven because it encourages different perspectives, different styles and through that you get different solutions, more holistic and sustainable thinking and I think that's what's important that should be driven at board level because overall it's going to be better for the company. (Stacey)*

As women in this case and literature reported on facing several difficulties in balancing work and family life (Botha, 2013), attracting women in executive positions requires flexibility in terms of working hours that would in turn benefit women and men to balance work with family responsibilities. The majority of the respondents reported on the pursuit for friendlier and flexible hours and opportunities. This is also aligned with the Gender Equality and Empowerment of Women Policy of the company and as explained by Stacey: “We recognise women’s greater role in family responsibilities and do not use these as an excuse to restrict their career opportunities” (P13:11:6:603).

*We have flexible working arrangements, through that you can retain women and then it's about also looking at advancing more women into senior positions. (Stacey)*

In addition, there is a pursuit of equal remuneration for equal work. Rona advocated for equality in remuneration acts in accordance with the company’s Fundamental Labour Rights Policy, which states: “we apply the concept of equal pay for work of equal value or other related concepts as applicable within specific jurisdictions” (P12:3:1897). Rona explains below how the company is pursuing for equal pay:

*You are a leader in a position and you see that the woman is delivering at the same level as a man does for the same type of job; they should be earning the same money. So I think that's where we are as a company. Like I said, role modelling, creating a friendlier environment, flexible arrangements and equal pay for equal work. (Rona)*

A flexible working environment and the pursuit of equal pay for equal work demonstrate willingness from a company to create a conducive environment, which may also benefit women.

### ***Focus on equality, diversity and representation***

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Burgess and Tharenou (2002) suggest that improving gender representation on boards would require changes in the policy and procedures of companies in terms of recruiting

women. In the Gender Equality and Empowerment of Women Policy, the company sets out prescriptions that focus on gender equality and the empowerment of women in line with the UN's women's empowerment principles: "the company vouches for leadership that promotes gender equality, equal opportunity, inclusion and non-discrimination. The company will make public its gender policy and support its implementation through transparency, measuring and reporting" (P13:13:2:1011).

The company generally demonstrates a commitment to a focus on equality, diversity and representation, a process that is championed by the chairman and supported by the CEO.

### ***Board performance management system***

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The board conducts annual surveys to measure the performance of board members. It can be suggested that this robust performance assessment intensifies the competence of the board. Each member of the board rates one another and one-on-one feedback is given to each board member:

*We use appraisals also quite effectively, to basically manage the talent and [not just that] you're talking about recruitment, you're talking development and you're talking retention; we do an annual assessment of the board and the directors. (John)*

This provision is made in the terms of reference remuneration and HR Policy to "monitor the company's performance in the area of human resources development against internal targets, legislative imperatives, and the standards applicable to conducting business in other countries" (P5:2:7:570). Although the voices of women on this topic were silent, making it difficult to assess the effectiveness of the board management system, a performance management system is vital for the board to evaluate itself and aid in retaining the best talent in the company. Case A demonstrates commitment to performance management but also alignment with the goals of gender equality in the workplace.

## **A.7 CONCLUSION**

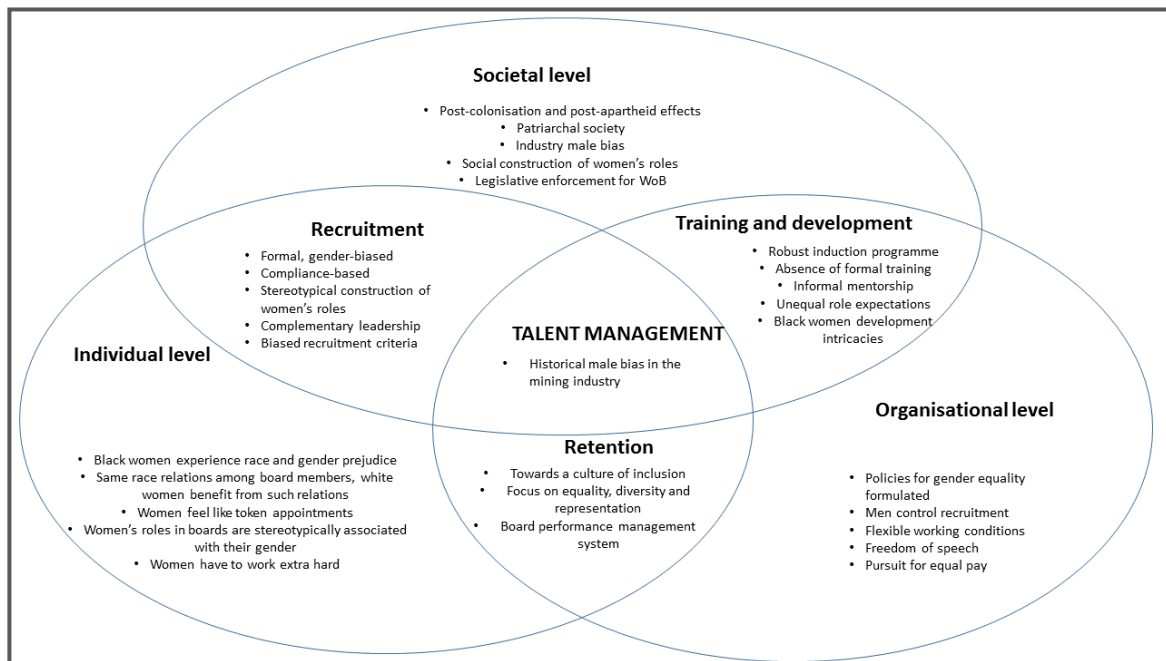
The table below provides a summary of assessment and a breakdown of the case analysis through aspects of the framework utilised, and presents a category of thematic

analysis into either positive or negative constructs in terms of the notion of a TM framework.

**Table 5.4: Talent management Case A**

Framework	Main themes	Synopsis: Positive	Synopsis: Negative
Talent management	Historical male bias of the industry as a defence	Board commits to work against gender stereotypes	<ul style="list-style-type: none"> <li>Unconscious attitudes reinforces the old boys network culture (e.g. social activities, golf)</li> <li>Unconscious racial and homophile relationships</li> <li>Stereotypical understanding of women's roles</li> </ul>
Recruitment	<ul style="list-style-type: none"> <li>Formal, but gender-biased recruitment</li> <li>Women recruited for compliance</li> <li>Stereotypical construction of women's roles</li> <li>Chair and CEO leadership style</li> <li>Biased recruitment criteria</li> </ul>	<ul style="list-style-type: none"> <li>✓ Board intends to recruit women, but a slow process</li> <li>✓ An intensive formal process to recruitment is followed</li> <li>✓ Leadership that supports transformation</li> </ul>	<ul style="list-style-type: none"> <li>Men drive the recruitment process (power relations)</li> <li>Women recruited as tokens</li> <li>Board roles unequal</li> <li>Recruitment criteria create a limited pool of women and encourage director rotation</li> </ul>
Training and development	<ul style="list-style-type: none"> <li>Robust induction programme</li> <li>Absence of formal training programmes</li> <li>Informal mentorship</li> <li>Unequal role expectations</li> <li>Black women face development complexities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Formal document of the induction programme exists</li> <li>✓ Informal mentorship between board members</li> <li>✓ Competitive performance culture</li> </ul>	<ul style="list-style-type: none"> <li>General approach to training and development of women is lacking (power relations)</li> <li>Female development confined to working extra hard to prove themselves</li> <li>Women face multiple expectations</li> <li>Black women face gender and racial barriers</li> <li>Formal mentorship programme needs to be established</li> </ul>
Retention	<ul style="list-style-type: none"> <li>Towards a culture of inclusion</li> <li>Focus on equality, diversity and representation</li> <li>Board performance management system</li> </ul>	<ul style="list-style-type: none"> <li>✓ Freedom of opinion and expression</li> <li>✓ Flexible working conditions</li> <li>✓ Equal pay for equal work</li> </ul>	<ul style="list-style-type: none"> <li>Lack of coordinated retention programme</li> <li>Double burden of managing home and work for women</li> </ul>

Figure 5.1 below provides a summary of the assessment and a breakdown of the case analysis through the meso-level approach of TM in the context of the societal, individual and organisational levels. At societal level, the conditions or themes were the same, emanating from the general outlook of the industry discussed in Chapter 3.



**Figure 5.1: Meso-level analysis Case A**

Although stereotypical attitudes of a male-biased networked were identified for this case, by applying the typology of Adams et al. (2014), the Case A board can be categorised as a progressive board. *Progressive boards* are those boards that encourage diversity with an inclusive ethos whereby all directors play an active role and voice their opinions, and the board has a critical mass of female directors (more than three female directors). Progressive boards give the impression of being aware of, or able to overcome, supposed barriers in fields believed to be difficult for or hostile to women. According to John, the board is conscious of its inclination to male bias, but they want to paddle against those behaviours. Boards which show commitment to gender equality demonstrate a characteristic of progressive boards to resist stereotypes (Adams et al., 2014). The case summary indicates that the organisation has been successful in bringing women in through communication of its intention to the board by the board chair and CEO. The male-dominant culture of the organisation is clearly recognised through silent, often subconscious and conscious recruitment and development practices and the attitudes of men towards women. However, the direction is clear in terms of incorporating women into mining, and therefore an induction programme is not sufficient to introduce women into mining. The board needs to identify specific training initiatives that may be beneficial to the development of WoB. Apart from attractive board fees, retention programmes of talent on board have not been prioritised in the TM strategy at board level, but the commitment to gender



equality is displayed in this case, suggesting that these may be formalised in the near future.

In light of the analysis performed of this organisation, as well as female representation on its board, Case A was defined as a support case in the overview of TM at board level.

## CASE B

### B.1 BACKGROUND

At the time of data collection and analysis, this company had nine board members comprising of seven men and two women. Two men (black and white) and three women, which included the company secretary (two coloured, one black), agreed to interviews.

### B.2 APPROACH USED TO COLLECT DATA

**Table 5.5: Summary of data gathering of Case B**

Data source	Description
Interviews	The five interviews amounted to 225 minutes of recording and 144 pages of transcribed interview material.
Field notes	Fields notes documented the main impressions of talent management at board level and my subjective position or the significance of my personhood as a researcher was reported my reflexive journal.
Company documents	Latest annual report (2016/2017); Board Charter; Memorandum of Incorporation; PAIA manual; Audit Committee Charter; Nominating and Governance Committee Charter; Remuneration Committee Charter; Risk Committee Charter; Social, Ethics and Transformation Committee Charter; King III Compliance Schedule and Explanation. Only one document was usable for analysis.

Table 5.6 below presents the demographic information of the respondents of Case B as well as a brief interview context emanating from the field notes and my reflective journal notes on each interview.

**Table 5.6: Demographic information of respondents and interview context (B)**

Interviewee, primary document number	Position and gender	Pseudonym	Interview context (from field notes and reflective journal)
1,1	Board chair, female	Caroline	<p>The interview with Caroline occurred at her private business premises. This interview was a result of a snowball strategy from one of the respondents I had previously interviewed in Case B. Caroline refers to herself as a feminist, an activist for a non-sexist, non-racial state and is a supporter of equal opportunity for all. In her early life, Catherine was involved in the struggle for freedom in South Africa under one of the liberation movements that led South Africa to a democratic state. Caroline was also involved in the drafting of the South African Constitution. In the interview, Caroline continually deviated from the questions relating to her experience at the board in question and frequently referred to the role she and other women played during the struggle (apartheid). I let the interview flow and where possible tried to direct Caroline to answering the question. She appeared to have enjoyed the topic, as she never stopped talking unless I interrupted her. One thing Caroline affirmed during the interview was that not just boards, but also society, are patriarchal and men in boards are testosterone-fuelled, and that needs to change.</p>
2,2	INED, male	James	<p>James and I had a telephonic interview on a late Sunday morning. It was an emotional interview for both James and I. I felt like James and I cared about similar interests of poverty alleviation, redressing inequalities and giving back to our communities. James stated that he was bothered by the current social ills confronting our country, namely poverty, inequality and unemployment, abuse of drugs by the youth and the flaws of our current government. James communicated for the need of emancipatory research that has an impact on societal well-being and that seeks to inform how we can tackle social problems. Having lost a wife three months prior the interview, James expressed a deep, sad and moving emotion regarding the value of women as life givers, caregivers and joy givers and their importance in society and business. James also showed deep respect for women and encouraged the appointment of candidates on boards who are sensitive to the social problems faced in poor black communities particularly. Likewise, James referred to a need for research that addresses these issues, which was thought-provoking for me regarding the impact my research would make in terms of addressing societal problems. James often referred to me as “my sister” and “my child” during the interview, which led me to believe that he had a strong affection for and deep respect of women.</p>



Interviewee, primary document number	Position and gender	Pseudonym	Interview context (from field notes and reflective journal)
3,3	ED, female	Catherine	The interview with Catherine was held in a boardroom at the corporate office of the company. This interview resulted from a request from the CEO to Catherine to partake in the interview, as he had changed his initial consent to participate in the study. Catherine provided a comprehensive understanding of TM across all levels in the organisation, including board level. She stated that the company was committed to gender equality, but needed to create a culture that supports that initiative. From Catherine's responses, I got a sense that as HR executive, she felt that it was her responsibility to ensure gender equality across the board. Catherine often mentioned that she felt that she was not doing enough and often needed some assurance from me that she was making progress. I congratulated her whenever she mentioned previous achievements that demonstrated her support for women's advancement to make her feel at ease and not interrogated by the interview questions. Catherine narrated how being an executive has affected her family life, which she felt was suffering and made her feel guilty.
4,4	ED, female	Mary	This interview was held in a boardroom at the corporate office of the company. I considered the interview a direct, frank and open conversation. Like no other respondent, Mary opened up about the male-dominant culture of this company. She spoke up about sensitive topics, which were often swept under the carpet by other respondents, such as occurrences of sexism, racism and bullying in the company. Mary asked me to report about it in the analysis and at the end of the interview asked if I have recorded her responses. It was important to me to give a voice to women in particular, and this interview provided what I regard a voice to women who were fearful to openly discuss sensitive issues occurring at board level.
5,5	CEO, male	Chris	I had to track down Chris at a conference to request an interview with him, as I needed perspectives from a CEO and from a white male point of view from this company. This interview occurred in a boardroom at the corporate office of the company. It was an easy interview and I found Chris friendly and soft-spoken. Often when he mentioned 'women' or 'black', his voice became softer and he seemed hesitant or uncomfortable with these two words. Chris noted that the required skills at board level and the availability of women with suitable skills are not congruent and asserted that over time these skills will be available. According to Chris, women (specifically black women) are not readily available to take up board positions, or those who are experienced are already overcommitted. Our interview was scheduled for 30 minutes and his secretary came knocking on the door saying that Chris had another meeting. Chris requested for the results of the study to be made available.

### **B.3 TALENT MANAGEMENT**

The thematic analysis of TM in this case was summarised in three themes: (1) TM is performance- and expertise-related, (2) TM and keen commitment to gender equality in the future (not there, not a priority) and (3) long way to equality due to patriarchy.

#### ***TM is performance- and expertise-related***

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Catherine, the executive responsible for HR, stated that TM at board level entails appointing high performers in the right positions to ensure the sustained performance of the company. As women are a minority at board level, I found her assertions implying that women were not considered as the 'high performers'. While literature suggests that TM applies measurement systems to identify, track, monitor and develop high-performing talent (Björkman, Stahl & Vaara, 2007), Case B demonstrated an unwillingness to identify, track and develop the talent of women. In addition, TM has been viewed as a competitive practice to ensure competitive advantage (Björkman et al., 2007; Chambers, Foulon, Handfield-Jones, Hankin & Michaels, 1998; Lewis & Heckman, 2006; Mellahi & Collings, 2010). The business case argument holds that having WoB makes business sense and is a source of competitive advantage and proven through empirical research (Al-Jarah, 2012; Catalyst, 2014; 2015; 2017; Burgess & Tharenou, 2002; Inkeroinen, 2008; Sandgren, 2012; Sweetman, 1996). Therefore, by fact of the Case B company having only two WoB suggests that the value of women is disregarded. In the quote below, Catherine explained what is meant by talent management:

*In order to ensure business sustainability, talent management is having the right people in the right jobs at the right time. I think it's Jim Collins who said "making sure you have the right people on the bus, making sure that they are in the right seats on the bus and getting the wrong people off the bus". So getting the wrong people off the bus is about performance management. Getting the right people onto the bus and making sure they are in the right seats is talent management and then ensuring that they are effective over the short, medium and long term is talent sustainability.*

Catherine further argued that contemporary businesses operate in volatile, uncertain, complex and ambiguous environments. As such, companies are concerned with appointing leaders with agility, flexibility and adaptability who will respond quickly to

environmental changes. Mellahi and Collings (2010) argue that the more diverse the talent pool, the greater the ability of the company to adapt to local needs, learn new skills and innovate. The board composition of Case B suggests that the talent of women to respond to ever-changing and increasingly volatile business is untapped. Indeed, in South Africa, across all industries, only 4.4% of CEOs are women (Barasa, 2015) and in JSE-listed mining companies, only three women occupy CEO positions (5.5%). Ironically a reference made by Catherine in the comment below regarding the turnover of CEOs (men) due to a lack of capabilities to respond and adapt to market changes implies that male CEOs have been failing to steer companies in the right direction, but paradoxically the statistics suggest that they (men) still remain the preferred candidates for CEO positions. According to literature, the preference of men as CEOs and the limited pool of female CEOs significantly constrain access of women to the boardroom (Adams & Flynn, 2005; Gregoric et al., 2017). This is because having experience as CEO seems to be the norm to gain access to board seats (Allemand et al., 2015; Gregoric et al., 2017).

*You've seen in gold and in platinum not only in South Africa but on a global scale a big turnover of CEOs because the CEOs that we had did not have the correct attributes to take their companies to the next level and to respond fast enough to those market changes. I know it's not a great word to use but you need to be a jack of all trades kind of thing, master of none as you go across. (Catherine)*

As TM is performance- and expertise-related, a critical scrutiny of the analysis entails questioning who the high performers are. This finding is in line with the power perspective theory, which specifies that talent is fixed, where CEOs (who are generally men) prefer to appoint candidates with the same identities. As the company showed very low female representation on boards, it can be deduced that men are considered high performers, but not women.

### ***TM and keen commitment to gender equality in the future (not there, not a priority)***

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Equality, freedom and social justice have been receiving increased attention in order to restrict past injustices in South Africa (Nienaber & Moraka, 2016), particularly for the mining sector with the promulgation of the Mining Charter. My findings in Case B show misalignment between TM at board level and a pursuit of equal opportunities. Although

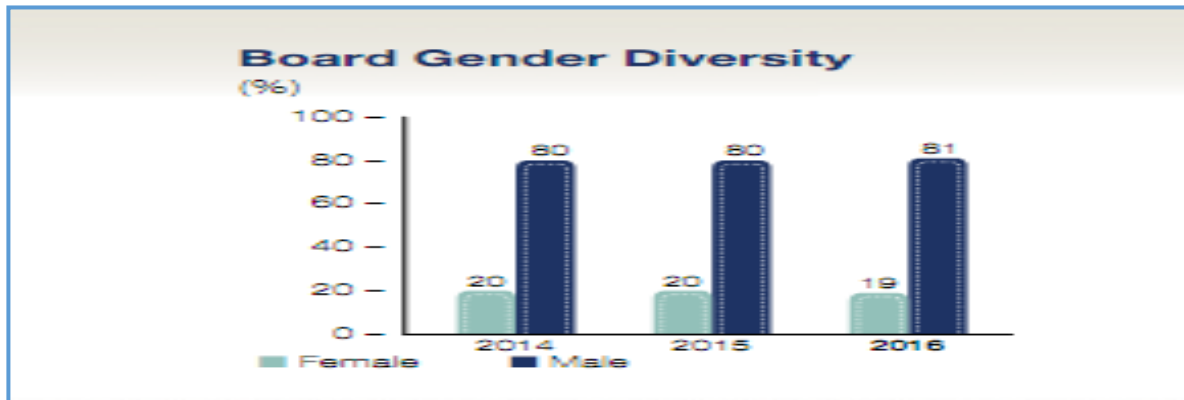
three respondents in this case communicated a keen commitment to gender equality, I found that it is not a priority and focused on the future, as no absolute targets had been set, as stated by the CEO, Chris:

*We're quite keen to make sure we have enough women on the board. We haven't set an absolute target for women but right now we have two women on the board and we feel that we shouldn't be anywhere less than two and probably we should be [at] three. (Chris)*

My contention is that, as the board had nine board members at the time and even if three women would be appointed, gender parity would still not be realised, as women would still be the minority. The statement by Chris above further serves as an implication that the representation of women would entail creating a perception of inclusion, which is a main causal factor of tokenism. Much research suggests that appointments to create a perception of inclusions are based on tokenism (Broome, 2008; Torchia et al., 2011) or done in order to fulfil part of their corporate social responsibility.

*We are committed to transformation not only at board level but actually at operational level, at the workstation and I think if you want to understand better from a doctoral thesis point of view, take an opportunity to go underground and then you'll see the women that are there. (James)*

Scrutiny of comments made by James and Chris above and the contents of Figure 5.2, which was extracted from the company's annual report (P3:3:219:44), show contradictory results compared to the commitment vouched in the above quotations. In addition, most respondents claimed that women are better represented underground and in operational areas, suggesting that there exist glass ceilings, which are invisible barriers that impede women from attaining the highest leadership positions (Yousry, 2006). Hence, it is implied that women are not given the opportunities to rise above glass ceilings and be appointed to boards. While the company communicated its commitment to gender equality on boards, it showed little progress to support its commitment.



**Figure 5.2: Board gender diversity Case B**

On a positive side, the data indicate that the company had recently reviewed its policies to integrate TM and gender equality/diversity. Whether the reviews of policy is a result of societal or institutional pressure to improve gender diversity on boards (Allemand et al., 2015; Gregoric et al., 2017), or as result of the JSE requirement of listed companies to establish gender diversity policies (JSE, 2016), the concern lies on whether the mindset of the company regarding women has transformed (Moraka, 2013) which was also Catherine’s concern:

*We have reviewed all of our policies, all of our HR policies, recruitment, remuneration, talent management to make sure that diversity and inclusion underpin the way we do business. It shouldn’t be a standalone, it needs to be integrated into [the] DNA of your company. (Catherine)*

The utterance made by Catherine that diversity and inclusion needs to be part of the DNA of the company suggests that the mindsets of people in the organisation still need attention.

### ***Long way to equality due to patriarchy***

Two women in Case B (Caroline and Mary) reported on the persistent patriarchy system, which inhibits gender equality and dictates the dominant group as men, not only in business but in society too. This finding demonstrates that patriarchy as a system that has endured throughout history (Jaffe, 2010; Jones, 2000), which still lingers on, as implied in the responses by Caroline. According to Caroline, patriarchy continually promotes the cycle of men’s domination over women and it appears that boards have a long way to go in ensuring gender equality:

*Because we have been trained to look at life through a value-laden lens, that's the dominant one in society and the dominant one in our society in terms of gender is still very sexist and patriarchal. (Caroline)*

*Patriarchy perpetuates the status quo, the status quo is unequal and in fact it is based on the majority serving to further the ends of a minority. In that process the majority will only be acquiescent if they allow themselves. That is why I think that one has to stand up against inequality. I also do understand that you're not alone, there's actually a whole lot of you out there. Whether it is on race and whether it is on gender [because of the] apartheid regime. Their power ended when a majority of people actually stood up and when black people stood up and inspired white people as well, who in fact joined the struggle, to say that you know actually even in my so-called privileged position as a white person, actually I'm not free because I live in fear of other people, my fellow citizens, and you can't be free if you're living in fear. (Caroline)*

Attributable to patriarchy, my data also highlighted that feminism is not fully accepted in society. This could be due to differing approaches to understanding feminism (Hekman, 2015; bell hooks, 2000; Letherby, 2003). As Caroline states in her response cited below, everybody gets defensive about her feminist viewpoint. This is in line with literature; Offen (1988) also state that the subject of feminism is a contentious issue. It also strikes much discomfort regarding its implication in society (bell hooks, 2000). Consistent with Caroline's responses, feminism spirals tension which render the activism for gender equality a sensitive subject. She believes that the general stereotyping that feeds into patriarchy perpetuates these tensions. Her responses suggest that the perpetuation of patriarchy needs to be changed and women need to be empowered. This finding links Caroline's argument to that of Stone (2007:192), namely that women are subordinated and that this can and should be changed.

*I still today say that I am a feminist and people know feminism – everybody gets defensive or a lot of people get really defensive about that. I say no, my understanding of feminism is [that it is] a militant anti-sexist activist. In the same way that I remain strongly anti-racist and non-racial in my perspective, and it's because I know that general stereotyping does feed into patriarchy. (Caroline)*

Patriarchy remains a confronting issue that challenges the need for gender equality and continues to perpetuate stereotypes against women and feminist movements.

Caroline and Mary believe that women need to stand together against patriarchy to eradicate inequality on boards. Caroline shared some insights into her participation in

the struggle for freedom in South Africa and as one of the people involved in drafting the constitution of South Africa. She reported on the actual contribution women brought to a democratic country by fighting and asserting themselves as equal role players and leaders in the liberation movement, particularly in drafting the constitution:

*We were well seasoned in this, better seasoned than those that were not in the liberation struggle. But all the political parties, the women – we decided to call the women together and we said what do we want as women? what are the things that matter that we think should [in the constitution] ... so not only what will go in there because we understand it's a very high level document. ... but what do we want to enable through this document [Constitution] and it was amazing how women across political parties, across race, across class actually agree by the same scourges.*

Her involvement in the process of drafting the Constitution was an experience of women working together to stand against inequality. This implies that women can work together in fighting patriarchy.

## **B.4 RECRUITMENT OF DIRECTORS**

The thematic data analysis resulted in the emergence of four main themes, namely (1) lack of a coordinated recruitment strategy, (2) contradictory leadership impeding the recruitment of women, (3) the role of legislation and inclination to recruit black women and (4) gender role categorisation.

### ***Lack of a coordinated recruitment strategy***

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Varying responses pertaining to the integration of WoB suggest that there is no recruitment strategy in this company. Case B lacked a strong intention to ensure equal opportunity on its board, as they referred to the unavailability of skilled women to serve as a defence. This is the same defence reported from male CEOs of Ragins et al.'s (1998) study, who suggested that women were not in the pipeline long enough. Almost 20 years after Ragins et al.'s 1998 study, Chris's (CEO) suggestion that a limited pool of women in terms of available skills and 'age profile' hinders gender balance on boards is appalling and inexcusable. Reports that women are becoming more educated interrogate whether board recruitment is, in practice, based on skills, experience and performance (Ellwood & Garcia-Lacalle, 2015). This justifies the statement that the

opportunities for women to obtain board seats are narrow (Daily et al., 1999; Hawarden, 2010; Szydlo, 2015), as shown in the next quotations:

*I think we have to make sure we understand the available pool of women in relation to our objectives. For example, in a Mining Charter 3 draft, the percentages they've got in there, what the mining industry is saying, those percentages are not achievable for two reasons. One, there is the demographics and two, the available skills out there. In terms of just setting our targets or [that] you want to achieve, let's be sober about the pool that's available and if we think that the pool is much smaller than what we initially thought, then we should say okay, how do we get to a position where the pool becomes bigger? (Chris)*

*When you take out the ones who are overcommitted and you take out the ones who are too young, it becomes very small. So the other challenge is every company like ours is trying to do the same stuff. So you've got a whole lot of companies trying to actually change quickly, chasing a small pool. (Chris).*

The responses of Chris (CEO) corresponds with the finding of Mattis (2000) that companies do not know where to look for qualified female candidates and about CEOs' fears of appointing women who are not currently board members. This finding supports the power perspective theory discussed by Cannella and Shen (2001), that CEOs can influence succession by appointing candidates whom they prefer or even dismissing possible candidates. Contradictory to Chris's viewpoints, Mary and Caroline's views affirm literature in relation to recruitment bias, whereby organisational structures are male-biased, similar so social identity theory, instead of being gender-neutral (Szydlo, 2015), which causes them to present excuses for low female representation as a limited pool and those suitable being overcommitted. Catherine admittedly suggested that the company had not focused on gender equality on boards and that it is not about skills:

*You know there is this myth that there aren't enough women to go into these positions, but we have never focused our efforts on getting more women into these positions.*

This is because female director rotation is creating opportunities for few women whom everybody are headhunting for board positions, as demonstrated by Catherine's words:

*Because you're now recognised as a seasoned, experienced board member, so now everybody, when they're looking for women, they ask the same people.*



My findings in Case B also demonstrated that women are champions for gender equality on boards, more than men are, but are defeated as described by Caroline and Mary below.

*I will say can we ensure that in the next round that we make sure the next person should preferably be a woman? We want the best; of course, we want the best person. But I mean can we look for the best person out there and can we look for a woman? But if you don't give an explicit instruction that you want a diverse pool of candidates, you're not going to get them. (Caroline)*

*If nobody says for instance the chair of the board said we need a black female, she said I pushed them. I pushed them because if I didn't do that it was never going to happen. (Mary)*

The analysis of the board profile at the time of the study showed that this board contained two women. This may signal a significant reality, namely that the board chair maybe overpowered, or she may be a queen bee (intentionally or unintentionally) – it was hard for me to establish. As Konrad et al. (2008) note, women's behaviour in boards might be because of their numerical representation, which is in line with the critical mass theory. I established that cultural barriers and the patriarchal system that lingers in this company prohibited Caroline's efforts to enforce the recruitment of women, and this may explain the inability of the company to retain board chairs, although women seemed to be preferred candidates. According to Adams et al. (2014), the same position filled by a woman may be regarded as a token and the woman cannot be part of the old boys network. As Kang et al. (2007) note, women are overlooked to be part of the old boys network, giving them allowance to be independent but deficient in power, which is unlikely to challenge the status quo. Below, Mary describes how the profile of the board is male dominated difficult to challenge:

*If you look at it, we have two women only at board level. So the one is retiring ... I said how can the chairperson of the board be the only queen bee around the table? (Mary)*

Although the reinforcement of the queen bee status of Caroline could not be ascertained, strong remarks pointed to believe the chair being a token appointment and overpowered in decision making. A further critical analysis of recruitment signified a lack of strategy for the recruitment of women and men on the board.

## ***Contradictory leadership impeding the recruitment of women***

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While Bagati (2011) refers to the importance of female executives, CEOs and board chairs should show leadership which supports gender equality on boards, the data highlight that the leadership styles and cultural realities of the CEO and board chair differ to a great extent. As seen from the quotes below, the CEO, Chris, affirmed, in line with the social role theory, the culture in South African society views women as caregivers and not as corporate candidates. The board chair (Caroline) acknowledged that the past contributed to inequality and that there must be some conscience in addressing it, in line with African feminism theory.

*Women generally are often required to look after the children and the man is seen more as the breadwinner. It is a culture that is evolving and it is changing, but I think we have to look at the legacy behind that. So I would say the culture issues play quite a big role in how you do this and how you move this forward. (Chris)*

*History has created unevenness and inequality and it was consciously done and to begin to correct it you're going to have to actually be conscious in correcting it. (Caroline)*

An observation from the analysis is that the data highlight that a board's genuine intention (reviewing Chris's comments) to become gender-diverse is questionable, which is consistent with other studies (Abdullah, 2014; Colaco, Myers & Nitkin, 2011). This analysis displays that the CEO and board chair do not have the same ambitions for gender equality contributing to poor representation of women. These findings are consistent with the power perspective theory that talent development may be hindered or supported by those in power, and Case B shows contradictory leadership.

## ***The role of legislation and inclination to recruit black women***

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My findings showed varying support for legislation to improve WoB representation, with Caroline and Mary viewing quotas as a corrective measure of historical imbalance. This stance supports various actions by many countries that have used legislation to force gender-equitable boards (Bianco et al., 2015). As a corrective measure concerning gender and race in the mining sector, the newly released Mining Charter legislated that boards should comprise 50% black people, 15% of which must be black women. Caroline and Mary viewed quotas as a way to realise change:

*How do we build an alternative, and this is why I really believe very firmly in affirmative action and for me [the must be a] way of dealing with affirmative action for me. Because sometimes the word 'affirm' becomes so patronising. I call it a historical corrective. (Caroline)*

*I think let's use the quotas because otherwise we're not going to have women. Men do not like [working] with women, so we need those quotas. My view, honest view, is some of the things have to be imposed, otherwise they are not going to happen. (Mary)*

Demonstrating some resistance to quotas, Chris demonstrated understanding that transformation and gender equality is a process and affirmed that the South African political and social environment and demographic landscape will lead itself to a balanced representation automatically as the country progress into a democratic country:

*It would be better not to have quotas and it would almost be better not to have an employment equity act and I'll tell you why. This country is changing in the next 10 years or so. Where do you think is going to be the pool of people to select from? It is going to be representatives of the demographics of the country.*

Contrary to this assertion, Allemand et al. (2015) and Terjesen et al. (2015) suggest that quota laws force firms to respond quickly to identify, develop, promote and retain suitable female talent for board composition. The comment below and above from Chris directed me to believe that he is fearful and may feel that white people face marginalisation from quota legislation, even when the focus is on women. This corresponds with the findings in my master's study in 2013, whereby the respondents revealed that transformation legislation in the mining sector leaves white people (especially men) feeling marginalised as they face lesser opportunities in the workplace (Moraka, 2013:232).

*If you go to Wits University, I went to address the mining faculty and students and the thing that really amazed me is the vast majority of the students are black, which tells you that is your pool of people. So the so-called baby boomers are retiring, the white baby boomers. A lot of the young kids – look let me be straight. A lot of the young white kids are leaving the country because they see opportunities outside.*

My findings also highlighted the intersectionality between gender and race, as strong responses on the issues of race emerged frequently in the analysis. James highlighted that the consequence of recruiting for the sake of meeting quota targets has been

regarded as an ineffective developmental tool for women, citing competence as the first prize, gender (women) as the second prize and race (black) as the third prize:

*If I appoint you because you are a woman, that actually means I'm degrading you. I am looking down upon you. I have to appoint you because of your competence and then on top of it, it so happens that the person who has got the competency is female and black and that is a bonus. That's the facts.*

*If there's a choice, in other words if there are two women, one is black one is white, and both of them have qualifications. I'm inclined to look at the black one's competency, because I not only get the competency, I also get an added value of addressing historically disadvantaged people and therefore complying with the Mine Works Act, the Mineral [and] Petroleum Resources [Development] Act in terms of equity, skills development and transfer and gender.*

An inclination of companies to recruit black female candidates seems to indicate that the goal is to balance the racial and gender with one appointment. The balance of gender and race is the goal of the Mining Charter and the MPRDA, which opened mining opportunities to all and which legislated wider focus on black people and female participation in the economy.

I established that one area that contributes to the lack of women in mining is the culture, which, according to Catherine, lacks acceptance of women and HDSAs in mining environments. According to her, white colleagues do not relate well with HDSAs:

*Because if we get that right, what happens? You know, we go and we shoot, we say okay 40% HDSAs, then we go and we bring in HDSAs, right. Do we have a culture that supports that? No. What happens? They [black people and women] become frustrated, white people say "They are not competent, they are token appointments". You know, white people still hold on to their territory; they do not want to transfer skills. They create polarisation in the workplace. No. I do not want that. I want everybody to feel safe, to be able to want to share, to want to transfer, because it's not about if you bring in more HDSAs, white people need to leave.*

These assertions by Catherine are in line with my previous findings that transformation was lacking in mining because mindsets about racial groups have not changed, where people of different races still treated one another with suspicion (Moraka & Jansen van Rensburg, 2015).

## **Gender role categorisation**

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In line with social role theory, men and women in the data set for this case acknowledged the communal skills women bring in various contexts, even outside business, which affect recruitment. My data are in line with literature that shows that societal barriers impede the recruitment of women through the social construction of gender roles consigned to women and men, expressed in women's roles, responsibilities and expectations as caregivers, emotional nurturers and housekeepers (Unger & Crawford, 1992:474). As a result, women may face dual role expectations that force them to balance conflicting difficulties of professional and personal lives (Moore & Buttner, 1997). The responses of James, who three months prior to the interview had experienced bereavement through the loss of his wife, demonstrated deep emotion regarding the value of women:

*They bring a bigger contribution than men, I'll tell you why. Without these women, this country would not be where it is. This is the backbone not only of the economy; it is the backbone of family. Let us go and [do] research and see, sorry, I am sorry, you know, because I may sound very emotional. They are the pillars of our society. I will tell you that without women, not only South Africa, Africa is non-existent.*

*Women contribute beyond business. Business is one of the issues that are challenging us. They contribute to business. They contribute to life. They contribute to happiness. They contribute to joy. They contribute to relief of pain.*

While James appreciated the contribution of women to both business and society, he related it to societal-assigned gender-specific roles. He expressed appreciation of the value of women, also in business, not just in nurturing roles that women are expected to play. Chris, a white man, still held a traditional view of social construction of women's roles by implying that women's value is appreciated in households as helpers of men:

*It's like we have in a household, right? Imagine if the wife wasn't there to help.*

The response of Chris holds a patriarchal view of women as inferiors being categorised to specific roles in terms of gender roles by men to protect inequality. Conventionally, women have been restricted to household roles due to gender role socialisation, unequal opportunities, imbalanced access to education and female responsibility for child caring and housework (Al-Jarah, 2012; Lowe & Bentson, 1984). Chris's views as

the CEO of the company holds those of patriarchy and even hinders gender equality in business.

My data also highlight that women are able to balance communal roles with other leadership roles, while men are linear in their perspective:

*It's just their ability to look into things and the finer issues and the finer detail. Women are able to do that very well. (Mary)*

In reminiscing about the events that led to the drafting of the South African Constitution, which is regarded as one of the best in the world, Caroline narrated the major contribution that women brought in the process of negotiation and drafting of the world-renowned Constitution. Caroline commended the value of difference that women brought to this process by focusing on the visionary commonalities they had with men:

*But today those of us who were part of that Constitution making process, everybody was there, will also agree that the fact that 50% of the people who were part of that process were women, actually had a direct bearing on the product, what the Constitution ended up in. It's things like the language, even the technicality, and the language that is used. In simple language that is not intimidating and then the content. The humaneness of our Constitution. Our Constitution, it's the thing that it is revered for by us as South Africans and the world, it's just the kindness and the humanitarianness.*

While communalism of women is appreciated, yet again, the comments by Caroline above propagate social categorisation, which is consistent with constructed social roles. According to literature, social categorisation implies that women express attitudes of femininity and characteristics associated with supporter roles, while men express dominant attitudes of being in control (Eagly & Karau, 2002; Furst & Reeves, 2008). This can mean that women should always be displaying a sense of diplomacy and negotiation, while men are allowed to be direct, which in itself constitutes inequality.

## **B.5 TRAINING AND DEVELOPMENT OF DIRECTORS**

The thematic analysis of the training and development initiatives of directors resulted in the following themes: (1) women's lack of confidence, (2) one size doesn't fit all training and (3) survival of the fittest.

## **Women's lack of confidence**

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Women in Case B believed that their advancement relied on their ability to continually improve their skills by keeping abreast with current issues in order to confidently express views in the boardroom. According to Mary, unlike men, WoB tend to lack confidence in sharing their knowledge and therefore hold back their views. This is in accordance with tokenism theory, whereby women regarded as tokens find it difficult to voice their opinions (Lansing & Chandra, 2012). Literature suggests that a lack of confidence from women affects their ability to be firm and practise influencing behaviour (Ibarra, 1992; Mathisen et al., 2013; Powell, 1993; Terjesen & Singh, 2008). These shortcomings intensify stereotypical attitudes that suggest that self-confidence and intelligence are associated with men (Banks & Banks, 1995), while women remain tactful, which supports the gender differences theory that talent varies based on gender. Mary highlighted that women needed to demonstrate confidence in the boardroom and only then would they be influential and taken seriously:

*Be a confident person because a lot of the things we know but we can't say them because we lack the confidence. Confidence is needed. Always update yourself. Always read; always find ways in which you can be ahead of everyone. Make the time to find out how you can be ahead of everyone. Make that time. At the end of the day when you are sitting in your bed, everyone else is sleeping, look at your calendar, and say there is this meeting on this day, here is the agenda. Let me research the trends [on] social media, there is a topic on social media. Always be that person who's always able to express an external view.*

A critical view of why women in the boardroom may not communicate their views, which may distort their confidence and affect their development in the boardroom, may be linked to social identity theory. As a result, female board members (as a small minority) has influence in the boardroom, and the extent to which they can contribute effectively may depend on whether they are accepted as full group members (in-group) as opposed to being an outgroup of the board (Westphal & Milton, 2000). As social identity theory suggests, people identify with people like themselves, and there will therefore typically be a tendency to listen more to the majority (in-group) members' views and reject the ideas that come from minority representatives (out-group). In terms of numbers, there are only two women on Case B's board, therefore women may feel like

outsiders, their views disregarded and may choose to hold back their views, and this may be misinterpreted as a lack of self-confidence.

The female respondents in Case B, particularly Mary and Caroline, reported that the growth and development of women on boards relied on the ability of women to support each other:

*The other thing which I always do and I always expect women to do is to make sure that we're always opening the way for more women. That is one thing I want to embark very strongly and that is that most women get into positions of authority or power, unlike pull-her-down syndrome. (Caroline)*

Caroline's comment below highlights that most people who encouraged her in her career were women. In contrast, Caroline failed to bring in more women on board. Ironically, Caroline has been the board chair for several years, yet gender equality on this board is far from being realised. Caroline's circumstances can be attributed to what Kang et al. (2007) refer to as the reinforcement of the queen bee by men, whereby women are given independent freedom but deficient power, being made to look like a villain, implying that women are given positions but no autonomy to exercise their freedom.

*I can promise you there are a lot more awful men that I know who have tried to hold me back in life and there are awful women who have tried to hold me back, it's complete nonsense. In fact in the struggle, in business today, the people who have consistently encouraged me, promoted me, pushed me by far are in fact women.*

Caroline's remark in the above quotes that a lot of men and awful women tried to hold her back can be attributed to role congruity theory, that different to men, women sometimes face resistance to their leadership, but are also more likely to be penalised by men for engaging in self-promotion or advancement of other women (Heckman, Yang & Foo, 2014; Rudman, 1998). Therefore, in any stance women take, they will always be subject to criticism. As a result, these women may receive negative evaluations for failing to conform to traditional gender norms (Livingston, Rosette & Washington, 2012). On account of this scrutiny, female directors may face lower job satisfaction, higher rates of depressive symptoms and low possibility of retention (Ely, Padavic & Thomas, 2012). Consequently, women may choose to withdraw from full



engagement in board discussions (Ely et al., 2012). Hence, the retention of WoB is very low.

### ***One size doesn't fit all training***

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All respondents reported on a the robust induction programme that involved new directors being exposed to various governance policies, meeting key executives to acquire an understanding of the business, visitation of mining operations around the world (where applicable) and intensive learning about the company. It is commendable that the company has a big training budget that focuses on developing and equipping their workforce with crucial skills:

*We've got a big training budget. I think our training budget is about \$12 million across the group and we focus on technical training because...I believe what is important in a business is power and direction. ... what creates a high-performance culture? Power and direction. (Catherine)*

According to Catherine, a large part of the training budget focuses on management development programmes for women. This is a critical development, which may develop talent internally that can be promotable to boards, creating a pool of female candidates from which to choose. However, it appeared that there is an invisible barrier that still hinders the development of women on the board of Case B to advance to higher levels:

*Over the last three to five years we've focused a lot on the leadership and the management training as well. We have a management development programme, we have a group coaching framework, we assign coaches to people, and we have sent some of our ladies to the Oxford for Women leadership programme. Over the last two years, we have sent six senior women to the Oxford programme in the UK. (Catherine)*

Furthermore, although development and training opportunities for women were available within the company, which is commendable, Mary was concerned that training opportunities packaged were not custom-designed for each board member, as each had different training needs:

*At board level I work a lot with the chairperson of the board, but we also work with the HR director to work out a plan on an annual basis. We put together a training plan for the board. But it is an all-encompassing type of plan and I said to her it can't be one size fits all. We've*

*got to ask people around the table, you know, what do you want, because some people are strong financially, others are not. They want to go to do finance for non-financial managers because the numbers don't add up quite well in their heads.*

Mary believed that each board member, regardless of gender, would benefit from focused training programmes aimed at developing the different talents of men and women at board level through individualised training.

### ***Survival of the fittest***

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In their literature synthesis study, Nkomo and Ngambi (2009) report that African women faced subtle discrimination, were perceived to be less competent and are subject to higher standards of performance, resulting in African women having to prove themselves to gain respect. This was true for black women who reported that survival in the mining industry was often difficult, implying that they had to work extra hard to gain recognition:

*I got the sense that, when you're a woman trying to get into an environment like this one, you have to go the extra mile in terms of proving yourself that you will be able to do the role. (Mary)*

Similar to role congruity theory, this finding supports literature whereby women experience performance pressures in that even small mistakes may be taken seriously (Elstad & Ladegard, 2012). According to Mary, expectations are always higher for black women:

*Expectations are always higher where black women are concerned. As a black woman you have to go the extra mile to prove yourself.*

This can be attributed to triple oppression faced by black women in mining of first as black people oppressed by white people, second as women oppressed by patriarchy and third as members of the working class exploited by capitalists (Smith, 1992). It can be deducted that the historical oppression of a black woman undignified her as an economic contributor to society, as black women still face triple resistance.

Most research showed that minority group members (women) are less assertive in their speech and gestures and less likely to challenge the perspectives of majority members, and therefore become less influential (Carli, 2001; Dovidio, Brown, Heltman,

Ellyson & Keating, 1988). In this type of situation, female board members have no choice but to conform to the majority, and are unable to make any valuable contributions, which is in accordance with tokenism theory. I found mainly from the responses of Mary and Caroline that being assertive often comes as a surviving mechanism women use to be taken seriously:

*You need your strength, you need to be assertive. It is not going to be enough that you are a competent person and as much as possible you cannot be a quiet Jane or a quiet Susan. Okay, you can't. (Mary)*

*You must prepare yourself before you go, these are the points I want to raise. These are the things I feel uncomfortable about, you know, so and generally as I said, women don't have that aggression and therefore how they make their voices heard is something which they must still think about, because we are still a minority in the boardrooms. (Caroline)*

Mary felt that it was important for my results to include her statements that compassionate women do not survive in the mining environment. She stated that good characteristics, such as humanity, warmth and kindness, were less regarded in the mining industry:

*You've got to write about this, women who bring their hearts into the workspace and that's what we do. You come with your heart. You know I am warm, I am kind, I am collaborative; those traits do not necessarily make you a success in a male-dominated environment. They don't, but because those are your traits as a woman, they bring a different perspective and it's always good. But they will not necessarily make you a success.*

The above quotation suggests that women should adjust their behaviours and feminine characteristics in order to be successful in the mining industry. One of the ways women can adjust their behaviour, according to Mary, is to be mindful of their posture in comparison to men in a board meeting. According to Mary, leaning on the board table signals assertiveness and may be associated with confidence. Mary demonstrated to me that women should have both their hands on the table and not sit back on the chair.

*I think we sit like this and men sit like this around the table ... but what you really, really need is a woman who's able to sit like this, who's able to lean on the boardroom table. So you do need to be a strong person. (Mary)*

The intersectionality between gender and race is reported in this theme. According to Mary, black women have to work extra hard to gain recognition. Furthermore, being

kind and showing feminine attributes do not make women a success in the industry. Being assertive and taking note of posture around the boardroom table are regarded as confidence characteristics.

## **B.6 RETENTION OF DIRECTORS**

The main themes that emerged in this case are (1) racism, sexism and bullying and (2) strain on family life.

### ***Racism, sexism and bullying***

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In general, women were more open to discuss the extent of sexism in the board, but Mary was even more explicit in reporting the extent of racism and sexism on the board. I suspect that especially black women were more open about their experiences, as they perceived that I as a black woman would relate. Mary stated that the culture is very male-dominated and she explained that it was hard for her to fit in:

*The culture is male and steeped in all traditions. When I came here I became very confused because to a very large extent I felt my brain was directed by the environment. It was not even directed; it was polluted.*

I found that women felt left out within a male-dominated environment and found it challenging to develop a sense of belonging. Caroline believes that the unhealthy business culture is driven by the testosterone-fuelled attitude of male dominance and their style of leadership, which is in accordance with social identity theory. This culture, which Caroline regards as 'problematic', has a detrimental effect on the contribution of women and other marginalised groups on boards and their retention on boards.

*I call it testosterone poisoning, it's a real problem, because how people talk, even things like swearing, or you know, where this is just like normal people, oh well we're very informal. We swear, you know whatever, we could shout at each other across the table. You actually shut a woman up. You also shut decent men up because most people don't actually like to behave like that.*

Mary reported on the extent to which white men dominated over black men, and I established that black women were not just victims of racist culture, but that black men also experienced racist behaviour on boards:

*The racism is also a big thing on board, it's a big thing. The white directors always dominate the black directors in most instances. In most instances, board directors diminish the black directors. The issues of race, they'll always be there. White people will always think they're better than black people.*

Mary further reported that some directors (referring to black directors) were frequently undermined and that undertones existed whereby some individuals were respected more than other individuals and some views were more important than others. This is in line with literature that suggests that the old boys network comprising of white men dominates boards (Carrigan, 2015), supporting the social identity theory. As a result, male board members control the decision-making process of the board and give no or less consideration to the opinions and ideas of the female members (Singh Kang, 2012) and other marginalised groups (black men in this case). Mary reported that decisions were skewed towards a certain pack of persons:

*It's just people being undermined; that happens a lot. That is a big problem because there are undertones in the boardroom, some people are more respected than others and some people when they speak they are not respected. Some views are more important than others. The bullies win more than the people that are not bullies. Women who are not confident cannot succeed in the boardroom, so confidence is a big thing. If you do not have it, it is a big thing for you as a person because of the nuances and the undertones. There are people, directors who are extremely dominant. All the boards, there are directors who dominate more than others. You're going to find that in everybody, because [when] you speak, they don't know what you were going to talk about and then they just chop you down. They do that, they undermine you and they cut you to size.*

*The challenges that I experienced when I arrived here are different, bullying from white women and so on. I then found out that the recruitment agent had been told to also mention that in the recruitment process there could be challenges when I arrive ... because there's been some issue in this space.*

In this theme, what emerged was the intersectionality between race and gender, which created overlapping systems of discrimination more for black women, than for white, Indian and coloured women and black men. This is in line with Nkomo and Ngambi (2009) and Dlamini's (2013) findings that black women experience more oppression than any other groups in society. Botha (2017) also found evidence of the continued existence of the historical legacy of apartheid and colonialism and of sexism and racism in the South African mining industry. These issues still confront the country even

after two decades of a pursuit of a unitary democratic state (Dlamini, 2016b). According to Acker (2006), the bases for inequality in organisations differ, but class, race and gender are commonly existent.

### ***Strain on family life***

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All my respondents admitted to the negative effect board membership has on family and life balance; however, I established that women and men were affected differently. Literature suggests that double roles of women force them to balance family and work (Budhwar & Boyne, 2004; Kulkarni, 2002; Naqvi, 2011). I found that it was impossible for some women to balance family responsibilities and work. Catherine reported that her career has put a strain on her marriage and her availability for her children, which she believed white men did not have to deal with. She was consumed with guilt that she was not able to be there at home all the time:

*It breaks my heart and I feel so guilty so much of the time and I think to myself white men are so privileged and their wives because if I look at all the white executives here, the men, their wives don't work. So their wives ... they don't have to worry the way I have to.*

Cognisant of expectations from her husband and children of her as a nurturer, she reported that she tries to maintain the balance, but that it is difficult. Singh Kang (2012) suggests that women often try to balance family and work responsibilities in fear of marginalisation and face resistance from their husbands. Hence, literature suggests that women may be forced to take away their attention from their career paths to focus on their family life, which further restricts their growth prospects in the corporate world.

The effect of men's board memberships on their personal lives is different. Chris's responses suggested that male directors experience the pressure associated with board responsibilities and not family roles. Chris's viewpoints correlate with the study of Davies-Netzley (1998), who interviewed seven male corporate executives. The majority of men in this sample emphasised that women's family responsibilities are more supreme than theirs. This gender role categorisation, explained by Chris below is perpetuating patriarchy and further promotes inequality.

*One thing about this job is this job is 24/7. You've got to be available anytime, whether it's Sunday night, Friday morning, holidays, you never stop working. When we go away on*



*holidays and we might be sitting on the beach, in Mauritius, something happens, you've got to deal with it. I've got to know what's happening, I've got to read my mails, I've got to make phone calls. You just never switch off in this game. (Chris)*

Strain on family life comes with the prerequisites of being appointed to the board and it can be suggested from evidence above that women face double pressures. Given the social expectation of the responsibilities of women in terms of child bearing and being the main caregiver in families, this may affect their retention in boards of mining companies, again exacerbating inequality on boards.

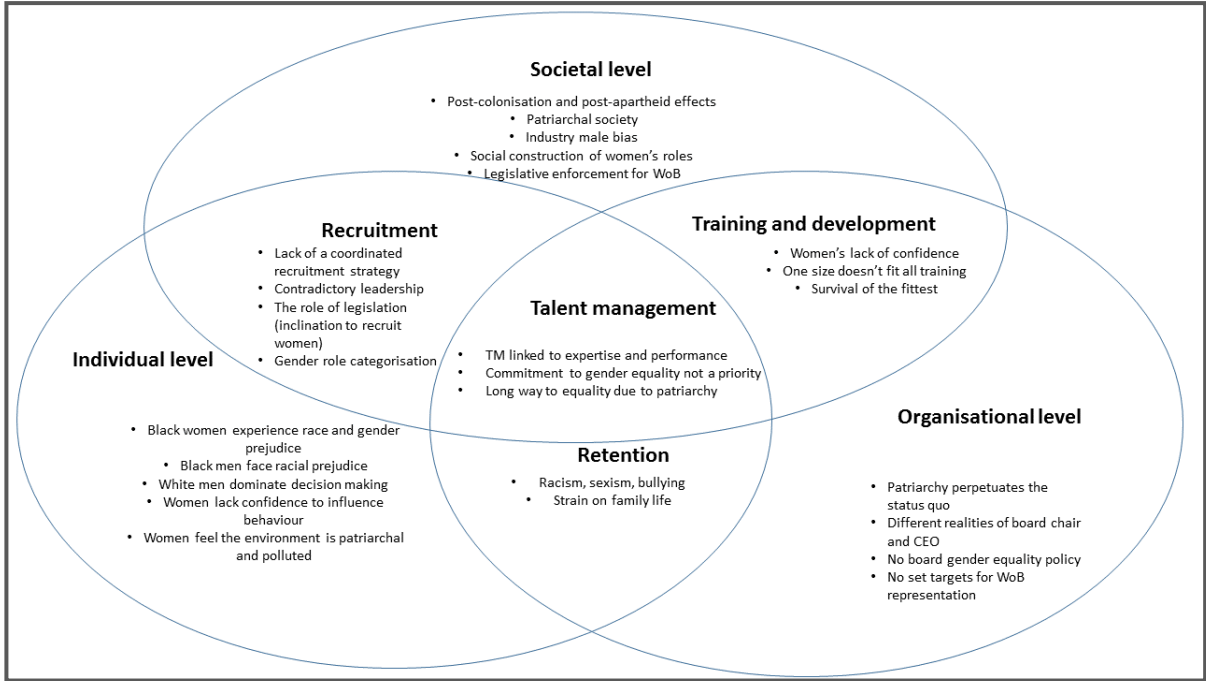
## B.7 CONCLUSION

Table 5.6 provides a summary of assessment and breakdown of the case analysis through aspects of the framework utilised, and presents a category of thematic analysis into either positive or negative constructs in terms of the notion of the TM framework.

**Table 5.7: Talent management Case B**

Framework	Main themes	Synopsis: Positive	Synopsis: Negative
Talent management	<ul style="list-style-type: none"> <li>Talent management linked to expertise and performance</li> <li>Talent management and keen commitment to gender equality in the future (not there, not a priority)</li> <li>Long way to equality due to patriarchy</li> </ul>	<ul style="list-style-type: none"> <li>✓ Long-term plans are designed to ensure transformation; although not a priority, there is an awareness</li> <li>✓ Creation of inclusive culture may correct attitudes and stereotypes associated with women's advancement in mining</li> </ul>	<ul style="list-style-type: none"> <li>Talent management at board level not a priority</li> <li>Misalignment between commitment to gender equality and talent management</li> <li>No absolute targets set for female representation</li> <li>Patriarchy perpetuates the status quo</li> </ul>
Recruitment	<ul style="list-style-type: none"> <li>Lack of a coordinated recruitment strategy</li> <li>Contradictory leadership impeding the recruitment of women</li> <li>The role of legislation and inclination to recruit black women</li> <li>Gender role categorisation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Acknowledgement that board gender diversity needs attention</li> <li>✓ Value-add of women appreciated and recognised (although role-categorised)</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment criteria do not always fit the profile of women</li> <li>Skills and availability of women ready to serve used as an excuse</li> <li>Resistance to age diversity</li> <li>Looks/posture of a woman matters</li> <li>Constant 'push' for gender equality; the process is made difficult</li> <li>Leadership styles (CEO + chairman) not congruent</li> </ul>
Training and development	<ul style="list-style-type: none"> <li>Women's lack of confidence</li> <li>One size doesn't fit all training</li> <li>Survival of the fittest</li> </ul>	<ul style="list-style-type: none"> <li>✓ Robust induction programme introduces and orientates the board (not just women) into mining</li> <li>✓ Intensive training and practical exposure</li> <li>✓ Large training budget available</li> </ul>	<ul style="list-style-type: none"> <li>General approach to tailored training and development for board members/ women is lacking</li> <li>Women have to work extra hard to prove themselves</li> </ul>
Retention	<ul style="list-style-type: none"> <li>Racism, sexism, bullying</li> <li>Strain on family life</li> </ul>		<ul style="list-style-type: none"> <li>Freedom of opinion and expression limited to some individuals</li> <li>Decision making skewed to certain directors (white male directors)</li> <li>Dominance of white men hinders the promotion of a conducive business culture</li> <li>Softer skills women bring not always an asset</li> </ul>

Figure 5.3 provides a summary of the assessment of themes and a breakdown of the Case B analysis through the meso-level approach of TM in the context of societal, individual and organisational levels.



**Figure 5.3: Meso-level analysis: Case B**

Applying the typology of Adams et al. (2014), Case B’s board was categorised as a fraternity board. Fraternity boards work in their comfort zone with compatible individuals who have passed some ‘test’ of acceptability. These boards want to operate under their own rules and in relative secrecy, with only homophile members. In order to reserve a favourable reputation and avoid bad media attention, they may appoint one female director. Their chauvinistic predispositions may guide them to tick off the diversity compliance box with a token woman. These boards, nevertheless, do not reveal the results of an inclusive search process, and neither are they likely to play a visible role on the topic of board composition. Fraternity boards apply a narrow approach in defining the pool from which to draw board candidates, as is the case with Case B. Fraternities may have ‘female spots’ filled by different women sequentially over time. Case B had women board chairs for the past three tenures, replacing one woman by another woman. Although they may have many opportunities to add other female directors, fraternity boards instead select male candidates repeatedly (Adams et al., 2014).



Case B is categorised as a company that has not yet awakened to activism for gender equality on boards. This is a result of the historical nature of the mining industry that is inherently sexist and racist owing to patriarchy and the previous system of apartheid. Although the company makes a verbal commitment to gender equality on boards, more work needs to be done to correct the mindsets, attitudes, stereotypes and bias towards women (and black people) that are portrayed in the culture of the organisation. It may be appreciated that the company recognises the need to incorporate women and have in other areas (lower levels) ensured representation, but the commitment to gender representation is doubtful to be regarded as a priority of the company.

In light of the analysis performed on this organisation and the low representation of women on this board, Case B is defined as a contrast case in the overview of TM at board level.

## CHAPTER 6

### CASE C AND D ANALYSIS

#### CASE C

##### C.1 BACKGROUND

At the beginning of data collection, the board of Case C was 100% male-dominated, with seven men and no women. My respondents, however, revealed that they were in the process of appointing a female candidate to the board. Fortunately, during data collection one woman was appointed, and she granted consent to participate in the interview. Also during data collection, the CEO of Case C requested that I interview the company secretary, who is a black woman and an INED in another male-dominated sector. In all, two men (one white, one coloured) and two black women agreed to be interviewed. A summary of data gathered in the analysis of Case C is presented in Table 6.1.

##### C.2 APPROACH USED TO COLLECT DATA

**Table 6.1: Summary of data gathering of Case C**

Data source	Description
Interviews	The four interviews amounted to 190.88 minutes of recording and 113 pages of transcribed interview material.
Field notes	Fields notes documented the main impressions of talent management at board level and my subjective position or the significance of my personhood as a researcher was reported my reflexive journal.
Company documents	Latest annual report (2016/2017). No quotations could be used to supplement the findings from the interviews.

Table 6.2 presents the demographic information of the respondents in Case C as well as a brief interview context emanating from the field notes and my reflective journal notes on each interview.

**Table 6.2: Demographic information of respondents and interview context (C)**

Interviewee, primary document number	Position and gender	Pseudonym	Interview context (from field notes and reflective journal)
1; 1	Company secretary (case company) and INED at another company, female	Juliet	I managed to interview Juliet because she came as a reference received when I contacted the CEO (William) via e-mail to invite him to partake in the research. William first referred me to interview the company secretary, Juliet, who is also an INED at another company related to mining. The interview with Juliet was held privately at Juliet's business premises in the boardroom. Juliet was very direct and open about the company's board culture, behaviours and attitudes. She openly stated that their board with no female member meant that the company had to do something about its gender (but also age) profile. Juliet unapologetically and ashamedly stated that the mining industry is one sector that needs to be compelled to transform its gender composition on boards. Juliet was also concerned about the behaviours of some WoB who assimilate 'male characters' as soon as they are appointed in these positions. She also highlighted that women needed to stop feeling the need to prove themselves to be recognised. Juliet made strong statements regarding stereotypes and attitudes of men (white) in the boardroom, which were thought-provoking and enlightening. Juliet was well spoken and was able to articulately and comprehensively answer the questions and provided more information when probed to do so. I was grateful that I interviewed Juliet, because she gave perspectives that I would not have received from her male board member colleagues.
2; 2	INED, male	Lawrence	This interview was held at a hotel restaurant, which was the most convenient place for Lawrence. Lawrence regards himself as a family man with a daughter for whom he showed deep affection, and for women in general. Lawrence was very much interested in the topic, responded with passion, and stated the need for women development, especially black women. Of all the respondents interviewed, I consider Lawrence as the most prepared. He came to the interview with reading material and notes to share with me. His responses indicated that he is passionate about governance and understands the moral case for female participation in mainstream economies.

Interviewee, primary document number	Position and gender	Pseudonym	Interview context (from field notes and reflective journal)
3; 3	INED, female	Grace	<p>The interview with Grace was held at her home, as she was on sick leave. There were no interruptions, as the interview environment was warm and homely and provided me with the opportunity to relax. At the time of the interview, Grace had only been with the case company for two months and most of her experience she shared was with the previous boards on which she had served. However, Grace shared her interview experience with the case company by narrating the level of anxiety she experienced when she prepared for the interview to be appointed at the board of Case C. She is well spoken, appeared to be highly experienced and can be regarded as a seasoned board member. Although Grace had served on other boards, she shared that she was no longer accepting too many board appointments to ensure that she was a present mother to her children. She took this position after the passing of her husband, who was supportive of her career and assumed child-rearing and other family responsibilities.</p>
4; 4	CEO, male	William	<p>The interview with William occurred through a teleconference. William was relaxed, sounded calm and was very respectful. This interview was difficult to analyse, as William did not directly answer the questions asked. Although I could sense some resistance to the membership of female directors through William's responses, he stated that primarily he wanted to create an inclusive culture before effective transformation on the board happens.</p>

### C.3 TALENT MANAGEMENT

The main findings in Case C were the lack of commitment to gender equality or equal opportunities on the board as part of TM, which I found was hindered by the white male-dominated board setup of Case C. I summarised the two main themes as follows: (1) indoctrinated mindset of the company and industry and (2) women dominate support positions.

#### ***Indoctrinated mindset of the company and industry***

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This company portrayed two ills of a historically male-dominated industry by its culture and male-dominated board. The culture is in accordance with social identity theory, where talent is based on social identity construction. I also found it concerning that even the mindsets of women regarding male-dominated sectors perpetuated the status quo. In line with the literature, inequality is not always only preserved by men, but also by women who do not understand their freedom and consent to the domination of men, which perpetuates inequality (bell hooks, 2000; Hekman, 2015). Grace, a woman who was appointed shortly after the interviews commenced, stated that it was a norm that men dominated private sector boards and that this did not bother her. Therefore, she expected that she would be the only woman on the board.

*It's a male-dominated space, and white male, for that matter. That did not bother me because for as long as I remember being in the private space, I have always been one woman, 13 men. It's always been like that, I just believe that most top positions in the country are still male-dominated. Ask me why, I can't tell you, but that's the nature of the beast.*

It was also interesting that Grace took some responsibility for poor representation of WoB. In her responses, Grace used the phrase 'we' to indicate that boards are not trying hard enough to find women with skills to perform board roles:

*I don't think we're trying hard enough to find the skills. I don't think we're trying hard enough.*

This finding relates to some literature, which suggests that gendered social system design by men and for men has categorised work roles by gender in terms of what skills are possessed by each, permitting direct discrimination and stereotyping (Terjesen & Singh, 2008).

As previously indicated, Nkomo and Ngambi (2009) found significant gender-related interpersonal and structural organisational barriers to the career advancement of African leaders, not just in terms of gender, but also race. These intersections are reported in my research. According to Juliet, boards (which are dominated by men) take longer to promote gender equality due to the indoctrinated mindset of gender and race bias of the industry. This finding is in line with social identity theory, where people prefer to work with similar people. Juliet further stated that the hurdles are much higher if you are a black woman, regardless of the industry.

*If you're interviewing any other black females, you'll probably be getting the same response irrespective of the industry. That you do feel like you need to be doing a lot more star jumps and jumping through hurdles than even your white counterparts, just to get that recognition, and you almost want a validation to be seen that I'm quite satisfied that the academic background and the underlying qualifications are good enough, but you're walking into an industry that's got its own preconditioning and indoctrinated mindset. You do feel like you need to very slowly and tactfully pull down those barriers to make them see you first as a person, before they will recognise you as a professional. Ultimately, your ultimate goal, I think, for any professional is you want that accomplishment and achievement, but to get there you need to ... change the mind shift.*

Indeed Juliet was correct; the majority of black women I interviewed reported on the feeling of needing to be validated. In accordance with tokenism theory, the talent of black women is undermined, as they feel that they have to work extra hard and prove themselves to be recognised. These challenges are in line with some paradigms, which suggest that women of colour (black and Indian) face a triple oppression due to their gender and race, but also class (Barkan, 2012; Collins, 1998; Dlamini, 2016a). According to Lorber (2010:197), the emergence of multi-racial/multi-ethnic feminism maintains that gendered inequality has its roots in intersectionality of racial, social, class and gender discrimination and sustained forms of economic and educational privilege and disadvantage. Therefore, for black women, liberation from gender oppression is attached to other intersectional aspects, race and class being foremost, as well as emancipation from other subjugations such slavery, oppression and colonialism (Waller & Marcos, 2005). Hence, Nkomo and Ngambi (2009) report that African feminists have realised the importance of understanding the historical roles of men and women in traditional African societies to fully understand contemporary gender relations.

I found that entering a male-dominated industry for black women was daunting. For instance, Grace, who is a black woman regarded as a seasoned board member judged from over 20 years' board experience, narrated the anxiety she experienced when she was going to meet the nomination committee of Case C for the interview:

*I was so frustrated, so frustrated. I had piles and piles of information to go through, and I was grateful that they are an organised company, but I truly was panicking. My kids were like I've never seen you like this, you are a confident person, what's happening and I'm like maybe I'm confident in the space that I'm comfortable in. But this is a space [mining] that I have never thought I would be involved in and I need to cope with that.*

This quote demonstrates two barriers Grace faced when entering a male-dominated sector: first, the individual barrier and second, the organisational barrier. I suggest that Grace's individual barrier related to low self-worth, low self-motivation and low self-confidence, as she was nervous because she had no experience in the mining industry and because of the known hostile male environment, but she wanted to be successful despite the obstacles. The organisational barrier stems from the indoctrinated mindset of the mining industry professed as a male-dominated sector with preferred social identities. Indeed, various studies argue that women entering male-dominated industries may lack confidence (Budhwar & Sparrow, 2002; Chadha, 2002; Kulkarni, 2002; Mathisen et al., 2013; Nath, 2000). Their lack of confidence may be attributed to how women are regarded as board members, and token theory explains the perceived low confidence levels undermining their talent.

I have previously argued (Moraka, 2013; Moraka & Jansen van Rensburg, 2015) that transformation of the mining sector should begin with changes of mindsets. These changes should stem from previously marginalised groups (women and black people) as well as white people and white men to change attitudes and long-held views based on stereotypes of one another. Reviewing the responses from my findings in Case C showed that long-held views based on stereotypes are hard to eradicate due to relationships board members have with one another and their social identities. Below Grace explains how different identities contribute to mindsets of people

*I still believe that you cannot force the mindset or the change of mindset [on]to people. People alignment is a very complex subject in as far as I am concerned, nature also plays a big role, and when I say nature, men are more inclined to work with men. Females are lost souls, because when we work as females we are bound to differ. (Grace)*

Literature also supports that long-held views based on stereotypes in boards are difficult to eradicate, as men prefer to work with 'like people' (Kanter, 1977), in accordance with the social identity theory, in terms of gender, attitudes and values (Storvik, 2015). In Grace's experience, there appears to be a different result of working relationships between women as opposed to men. Grace believed that women generally do not work well together and tend to differ in opinions. While this may hold true, the same judgement can also apply to men. Kanter (1977) provides a different reality, namely that the relations of women among one another is also affected by their numerical representation. Therefore, it is possible that women in male-dominated boards/organisations will not draw on the strength of their similarities and consequently clash. Nonetheless, I argue that all people can clash; this is not based on gender, but general human relations, which was an observation made by Arthur, the board chair in Case D.

### ***Women dominate support positions***

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I found Case C to be lacking a talent transformation plan on how to develop and nurture talent to ensure female representation on all levels. According to Lawrence, training, talent and transformation are components that cannot operate in isolation when setting up a TM programme, which they did not have. Lawrence encourages a focus by boards to invest in training and talent to ensure effective transformation, but no commitment guided this intention:

*Training, talent and transformation. The three are inseparable and you cannot divorce the one from the other, because the talented need training, the training need talent development, that is the critical component of transformation. As a country, we are not there, we are not there. So I believe that talent and talent management at a board level needs to up the game significantly.*

I found that problems with aligning talent and transformation lay in the areas where TM is taking place. The respondents reported that women were more represented in lower roles or support functions, in accordance with the social roles they occupy rather than critical skills or leadership positions:

*I mean if you do transformation in an organisation, you'll find that the figures will be fine when it comes to junior management downwards to the cleaner. But once it starts from*



*senior management upwards, you have a huge problem. It is just male-dominated. Completely so, and until the business sector takes it truly as a business imperative, it will not change. But now it's going to take forever for it to change and I don't even want to believe that it's a situation of we don't have those kinds of skills. (Grace)*

*We need to move away from the softer skills, no it's only HR and CSI and Comms. How do we get technically competent black– do we have figures to see which group dominates female board members to the table and that starts with the mining sector, the companies, the unions and government. We all need to take hands, also at university level. (Lawrence)*

*Obviously in the support functions you do get a lot more women in the human resources department, payroll, finance, but in terms of the core, the engineering and metallurgy, it is still a bit of a struggle, but I think now that [they are] coming out of universities there [and] they're a huge currency at this point. (Juliet)*

It was easy to establish that women are placed in support positions or occupations considered as 'female spots', hence they are poorly represented in management and boards. Literature shows that women in top management (such as vice-presidents / executive management) dominate in the human resources field (Smith et al., 2013). According to Arfken et al. (2004), women domination in these fields is a form of a glass ceiling to restrict women from board membership. For example, a criterion for promotion to a CEO position is a field of specialisation in finance, sales or production, not marketing, HR and IT (Smith et al., 2013).

## **C.4 RECRUITMENT OF DIRECTORS**

The case analysis regarding the recruitment of directors in Case C resulted in two themes: (1) tokenism-based recruitment and (2) informal biased recruitment.

### ***Tokenism-based recruitment***

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Men in this case reported on their commitment to gender equality on the board, which was not supported by the numbers of women on the board. It was also obvious that the sudden decision by the company to appoint a first woman to serve on the board was tokenism. The comments below demonstrate that the company reacted from a recent JSE listing guideline, which mandated that all listed companies will be given until the end of March 2017 to formulate boardroom gender policies and to comply with gender representation targets or explain their board gender profiles.

*As from March 2017, all companies must explain why they don't have a gender policy and what is your state of play. (Lawrence)*

*They are obviously under a little bit of pressure because November last year, the JSE listing requirement, they amended them in terms of which they were asking for it to have a gender diversity policy and obviously apply and explain. (Juliet)*

*She's the first woman, so we have one woman on our board now and so the plan is then to also now look to increase it further, but at least we've made that. (Lawrence)*

These comments are in accordance with tokenism theory, which suggests that appointing one female director as a means to satisfy social pressure or perception of inclusion leads researchers to believe that the woman was appointed as a token (Branson, 2007; Broome, 2008; Kanter, 1977; Torchia et al., 2011). Accordingly, Broome (2008) argues that boards need to understand that gender equality is not achieved with a single female director or necessarily even with two female directors. Many authors suggest that employing only one or two women to a board is ill-judged, as women can be exposed to role categorisation and stereotypes and ignored by the majority (Broome, 2008; Huse & Solberg, 2006; Lansing & Chandra, 2012). Furthermore, women may be subject to hostile and resistant attitudes from men (Heilman et al., 2004; Kanter, 1977).

Another pressure that compel boards to appoint WoB is shareholder activism, which stems from shareholder enforcement of TM in organisations. Due to legislative and regulatory changes that affect organisations, and to avoid bad publicity, shareholders may force companies to comply with regulation such as improving WoB representation (Daily, Dalton & Canella, 2003). Therefore, to avoid being targeted, shareholders may suggest for companies to appoint a woman on the board (Farrel & Hersch, 2005). This holds true in my research, as Lawrence stated that shareholders of companies are demonstrating their concerns over gender equality of boards and are now pushing companies to focus on transformation and managing talent:

*What I am also picking up and it's something that I'm picking up more and more is that your shareholder now expects from the board to also make sure that we meet and exceed the goals of talent, transformation and training of women.*

While mining operational experience was often cited as the criterion for board appointment, an important finding from the token appointment in Case C was that

Grace cited her lack of experience in mining, yet she was appointed. Possibly what counted in her favour was her record of board memberships. However, my analysis shows evidence that the recruitment of Grace was 'rushed' for compliance purposes.

*I was quite upfront [with] them to say I don't know what made you guys decide to get a candidate of my stature because I'm not going to lie to you and say I understand your business; I don't. But I will try my level best to do what I can and so the meeting was on a Thursday. I was supposed to have left on a Wednesday [for a business trip], but they begged me [and said] 'Please, the chairman and one board member would like you to see them'. I stayed but by the afternoon, that Thursday when I was [at that business trip] I was told that they were quite happy, they didn't want to see anybody else. (Grace)*

What was also thought-provoking was that despite having stated upfront that she does not understand the business, Grace was appointed, undermining the possibility for internal talent development. Several authors suggest that appointing a woman with no industry experience could be a way for men to retain their dominant status, as the woman may be regarded as less experienced compared to men to influence decisions (Ashfrod et al., 1998; Maume, 2011; Penner, Toro-Tulla & Huffman, 2012).

While the data in this case point to tokenism-based recruitment, women in Case C affirmed that unless the industry is compelled by legislation to improve WoB representation, no change would be realised. Juliet captured these points succinctly:

*I do think with mining it is one of those where I kind of unapologetically and unashamedly say it is that industry that needs to be beaten over the head and compelled per quota. The industry is perverse as well, you need to compel them. That's the only time that there will be any room for growth because we're in a period [where] we can't keep saying that the skill set is not there.*

While a sad reality involves women appointed as token, it was clear from the women that the mining industry will only transform if compelled by compliance, even if being a token is the price to pay.

### **Informal biased recruitment**

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My findings suggest that the recruitment process of appointing directors to the Case C board was informal. For example, the recruitment of Grace was based on a referral. William reported that the nomination committee did not have the time to enter the

formal recruitment process, therefore they asked for recommendations around the boardroom table. The recruitment method sought to recruit from club members in this instance. A critical review of the JSE profile's stock exchange handbook shows that selected and only few persons serve on all boards of companies regardless of gender/race (JSE, 2017). Singh and Vinnicombe (2004) regard this practice as the discriminatory process of recruitment, which serves as a barrier to the recruitment of other women or, for that matter, any other suitable/fit person. Lawrence further explained that the board engages in formal recruitment once the other board members have met with a possible candidate. I argue that the recruitment process was informal, as the formal process cannot begin after the candidate has met the CEO, chairman and the members of the nomination committee, and no advertisement was done. Scholars view a process where the recruitment process is not transparent as evaluation bias (Reskin, 2000). Similar to the study of Glass and Cook (2016), I found that the selection process was informal and highly biased. In the next quote, William admitted that the board opted not to advertise the position, which could have been a strategy used to shy away from divulging unfair discrimination.

*Being a small company with a small board, our preference is to approach people that we actually know but with whom we've had previous experience. Not to the exclusion of everybody else. We decided in this instance not to advertise because once you advertise, then you start a process in terms of which you ultimately also have to show how you went about disqualifying certain candidates. He [Lawrence] said 'I know of someone who I believe might fit the bill and I want to introduce her to you', which he did and the other board members were delighted to meet with her and unanimously endorsed her.*

The process of the recruitment process explained above suggests that it was passive rather than active. In active searches, boards put effort into succession plans relative to the search for candidates and directors remain intimately involved all through the process. Passive searches involve putting forward the name of the preferred candidate with not much input from the board (Adams et al., 2014:2). Therefore, personal recommendations of candidates who are networked limit opportunities for other qualified women with no networks to be appointed to the board. I agree with Kakabadse et al. (2015) that referral-based recruitment is a discriminatory practice to women who do not have networks, as personal recommendation requires networks.

## C.5 TRAINING AND DEVELOPMENT OF DIRECTORS

From the thematic analysis of this category, the following themes emerged: (1) mentorship that promotes inequality, (2) formal induction programme, (3) inaccurate assumption that women do not support one another and (4) socialisation issues in the boardroom.

### ***Mentorship that promotes inequality***

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Lansing and Chandra (2012) found that commonly mentorship takes place between people of the same gender. My study reports similar but also differing results, that mentorship relationships differs from person to person. While men report to have other men and women as their mentors, women refer to other men (older), not women, as their mentors. According to William, his mentor is the board chairperson, while Lawrence and William both reported to mentor younger women. Interestingly, William reported on his relationship with the chairman that is based on trust. This 'trust' among men is in line with literature and social identity theory, whereby men perceive those outside their networks (women) as untrustworthy (Torchia et al., 2011) and only strengthen the trust between themselves (Brass, Galaskiewicz, Greve & Tsai, 2004) through mentorship, thereby perpetuating inequality.

*The chairman of our board has been my only chairman since my appointment and we've always had a very good relationship; one that is built on trust and mutual respect and for me he's always been a very good soundboard and in the many instances a mentor.*

Mentorship between men increases dense networks between men and women still face barriers of finding a suitable mentor.

### ***Formal induction programme***

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The company invests in formal induction of new board members and constant training and development opportunities are available for its board, regardless of gender.

*We have a formal induction process and that includes taking the person through the fiduciary duties. Taking the person through the company's strategy, board strategy, the memorandum of incorporation. So there's a statutory component, there's a business component and then the most exciting part also which board members enjoy is to actually*

*go on the plant for a day or two to go and meet face to face with the people in the operations where they process the gold. (Lawrence)*

*I sat in the executive committee meeting. I could understand, their boardrooms are full of maps of their dams that they have mined and still have to mine. So I understand, the extraction of the gold comes from here and it gets into the pipe into the plant. (Grace)*

Training and development initiatives in terms of mining operations were regarded as helpful to inexperienced members who did not have an understanding of mining, as suggested by Grace in the comment above.

### ***Inaccurate assumption that women do not support one another***

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The women in this case report that the development of women to succeed to boards is dependent on the support women give one another. Grace reported a trend throughout her board career experience that women do not support one another, while men work well together:

*If most of us can get to that level of that personal fulfilment that says when another woman achieves, develops and grows it's for the betterment of this country. It is for the betterment of femalehood [sic], so to speak. I think we would be in the right place. Men are totally different from us. Men all the time want to do things together. (Grace)*

As previously pointed out, a term given in literature whereby women do not support the development of other women is the 'queen bee syndrome', while perpetuation of inequality from men's perspective is termed 'homophily'. What became clear from my findings in this case is homophilous relationships among men, intensified through strong bonds between men on boards, which is also reported in literature (Perrault, 2015; Sorenson & Stuart, 2008) as they share information and work together (Ibarra, 1995; Sorenson & Stuart, 2008). However, my findings failed to establish queen bee behaviour from these women. From my own judgement, it appears from the comments below that because of structural inequalities in the mining industry or any other industry, women are overloaded with the pressures to improve their skills and prove themselves in leadership positions, consistent with role incongruity theory, and to attend to family responsibilities, consistent with social role theory – to the extent that they appear to be intentionally neglecting the growth of other women, which may not always be accurate. This behaviour is then interpreted as women not supporting one

another, which spirals tension among women and perpetuates inequality, while men's networks continue to grow, as men are perceived as able to work with one another, unlike women. My experience during the data collection was that often women were busier and not as readily available as men, which I also initially perceived as lack of support from the women. During data collection, I also found that (in general) the men were inclined to participate in the study more than I expected, compared to the women. Although persuasion was required to initiate contact with board members for participation, it was more difficult with women, especially black women. My judgement could have been clouded by the perception that I assumed those women would be readily interested to participate, as the invitation was titled "Women on boards", a research conducted by a woman. To my surprise, even black women, who I expected to be readily interested in sharing their views, took time to respond to my e-mails and I had to make regular follow-ups. I also noticed that I was more accepting when a man declined my invitation and was more critical when a woman did the same, instead of realising that these women are 'popular' and few in numbers on boards and therefore are invited to many events to share their views/stories and are requested to act as mentors in addition to their workload. However, I assumed that they were not interested to support me in obtaining data through their interviews. Grace reported similar feelings attributed to a negative assumption that women do not support one another, which is perceived when the expected response from women is not received:

*There is a handful of women where I had gone to, to say please mentor me in this space because I don't think I'm at the level of developing a multi-million company on my own ... you find that [as] you're pushing along, the sisters are not coming forward, they're not trying to push with you. They have their own agendas and ... I also decided, just be on your own and see what is it that will happen. [Women] compete with each other, jealousy, all those negative things that are bringing women down, still exist and will still exist. Very few women are able to say you know what, I'm in this space and what I want to see here is the growth of these four women and if I could die having developed hundred women I would be the most happy one.*

The comments above by Grace show her experience of similar occurrences where she needed support from women, and when the help was not extended, she felt that women did not support one another, which is often perceived as competition and jealousy or even queen bee syndrome.

## **Socialisation issues**

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From the responses of Grace, women face socialisation issues in the boardroom due to lack of confidence, which is also attributed to tokenism theory, according to which the talent of women is undermined. According to Grace, women tend to become shy and very apologetic and unlike men, women tend to require validation from their peers (who are male), which I earlier observed from Juliet's responses. Theories of gender socialisation suggest that while boys were being taught to be rational, logical and analytic and to suppress their feelings, girls were learning to cultivate their emotions, to care of others and to ignore their ability to be analytic (Al-Jarah, 2012). As such, boys were being prepared and equipped for future occupations in leadership positions while girls were prepared for appointments in the unpaid labour of domestic service, where childbearing and childcare would constitute their only suitable vocation (Al-Jarah, 2012). This explains why Grace suggested that women become shy and apologetic in positions that were historically preserved for men.

*We again become, I think shy, shy is the right word. But I think the more appropriate word is we become very apologetic. We become very apologetic as women to say it's okay, I understand, then next time, and yet men, they always get what they want, when they want it. So if there could be a forum of some sorts that changes the mindsets of women in as far as how they carry themselves in the business space, we could probably see more of them sitting in these boards.*

This theme suggests that inequality is also perpetuated by structural inequalities and when women are exposed to a male-dominated culture, they are likely to face performance pressures of adapting to the mining environment. For example, Grace was appointed with no mining experience in a male-dominated sector, and as demonstrated by her anxiety, she might have become less confident in sharing her views and that might have been perceived as incompetence. According to literature, only few women have confidence in dominant power structures such as male-dominated boards (Powell, 1993); as such, they fail to apply influence and to be activists for change (Mathisen et al., 2013). Because of the confidence levels of women, they possess limited potential to influence discourses or introduce new values (Virtanen, 2012).



## C.6 RETENTION OF DIRECTORS

With respect to retention at board level, I recorded three major themes that emerged from the analysis: (1) no succession planning, (2) women not always perceived as valuable contributors and (3) effect on personal lives perpetuates inequality.

### ***No succession planning***

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Apart from annual board assessments whereby members of the board evaluate one another, as stated by Lawrence, no retention programmes for board members were reported. The CEO of this company, William, openly stated that the board lacks a retention programme, which I suggest is attributed to the board tenure of members. My review of the board tenure of members at this board shows that most directors had been serving for more than ten years. Various authors suggest that directors who have been serving for longer tenures become fond of and comfortable with one another (Goodreau et al., 2009; Storvik, 2015), consistent with social identity theory, and give no regard to succession planning.

### ***Women not always perceived as valuable contributors***

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As pointed out previously, several authors (e.g. Glass & Cook, 2016; Kakabadse et al., 2015; Talmud & Izraeli, 1999) have argued that tokenism has the potential to disregard women as value-adding members of the board. Accordingly, the recruitment of women may be perceived as a box-ticking exercise and is not based on the contribution women bring to the table. As a result, women may often feel isolated and disregarded (Glass & Cook, 2016). The case analysis shows that women interviewed in Case C were cognisant that often women were appointed as tokens, but were aware of their positions and behaved in a way they deemed appropriate.

*I think first and foremost do you want someone with a degree of diplomacy with that mental dexterity gravitas where they can stand their own, especially walking into an all-male industry. (Juliet)*

Juliet further explained that she did not let her race and gender affect her roles, conduct and behaviour. Juliet narrated her story of how being assertive had earned her respect from white male board members. While this was good, it appeared that Juliet was

unaware that she valued validation and affirmation from men, which also promotes inequality. She explained that the CEO commended her for being assertive and encouraged her to continue with that trait when Juliet was appointed by another company as an NED.

*The fact that you have put us in order here where we don't see you as black female, you've got to have the same conversation with them. You've got to put your foot in there and tell them that you're not going to be token, you're going to be a valued addition and that if they have no appreciation for that, then you've got to walk out and be unapologetic about it.*

Another tangible value addition that women can bring, according to Juliet, is the maintenance of balanced emotions, whereby women do not betray their identities and act like a man for their voice to be heard. As Tienari, Vaara and Merilainen (2010) note, masculinity is a prevalent identity in gender-specific traits in the boardroom. However, Juliet argued that women can still be a value addition regardless of their femininity. She narrated how her understanding of her own identity as a woman has not deterred her ability to be firm and at the same time maintaining her true self (womanhood). According to Nienaber and Moraka (2016), identity involves understanding of empowerment at a subjective level, exercising your freedom to have a voice and for women to have understanding of cultural and social expectations. Moreover, identity involves the manner in which women carry the social and cultural expectation professionally and personally (Calvert & Ramsey, 1992). In her response, Juliet shared how she was acknowledged by William for being firm but maintaining her womanhood:

*He [is] like 'I need to applaud you that you have reached the point where these men defer to you that nothing will happen without them getting you involved and I must say, I don't want to defer to your race or gender, but I came in white, Afrikaans and I'm male and the fact that you managed to establish yourself and not because you're bullish or anything. You are still a woman. I mean I think everybody recognises that fact that you are very firm.*

*Be a woman, because I think the biggest mistake that I found a lot of women do we try and be all butch walking into a boardroom. You are a woman for a reason. You bring a whole different mix in terms of the emotional intelligence [and] academic intelligence. Don't try and subscribe or assimilate into the male culture. You can still be a woman but stand your ground.*

It appeared from Juliet's responses above and below that the expectation from men is for women to behave in a way that makes men feel comfortable, before women can

speaking their minds and be acknowledged. According to Kakabadse et al. (2015), women feel the need to adjust their behaviours not to threaten men, especially if women are small in numbers, which I suggest was the case with Juliet. Ricketts (1991:3) states that “until men feel comfortable that women can play the game, or until the game is no longer necessary, then it will continue to be a man’s world in the corporate board rooms”. My contention is that Juliet was put in an unequal position without realising it; for example, Juliet warned that in contributing, women must tread cautiously because men in male-dominated spaces do not accept criticism easily:

*I think this is where I'm saying like you almost have to tread cautiously because then the minute you walk in and you immediately identify that these are our shortfalls, then the natural instinct in anyone would be to be defensive, and then in a culture [of mining] where historically it has been replete with racial discrimination, that they become even more defensive to the point of actually bordering on being obtuse. That's when they shrug their shoulders and actually do the bare minimum. That's why I'm saying you actually need to walk cautiously and so for every time there's a criticism, you've got to find that solution. So for every time I do criticise, it's like okay, these are our shortfalls, but I think this is how we can remedy it.*

In addition to the attitudes of men in boardrooms, Grace narrated the extent of being disregarded in the boardroom as a result of being considered a token; however, she did not feel that she needed to adjust her behaviour, but left the position out of frustration. Therefore, the retention of women is affected by how women behave and deal with male stereotypes. For Juliet, it was adjusting a behaviour and for Grace it was looking for opportunities elsewhere:

*I felt that there was that tendency of condescending, where two members of the board who are the executive board members feel that the board is there to just rubber stamp what they've done and what they're doing. When you then start questioning things, then it becomes an irritation. When you come up with suggestions, there is no follow through on the suggestions. All those kind of things and I felt frustrated every time there was going to be a board meeting because I truly feel that we are not taken seriously as board members and there is this element that we are there to [ensure that] we've ticked the box. We have the black people in the board, it's not really a business imperative. I didn't see us adding value and that became the key factors that made it possible for me to say I just don't care at this point, but I'm not going to see myself sitting in this board forever. (Grace)*

In agreement with existing literature, this analysis confirms that token appointments (in this case women) face various challenges in the boardroom, such as labelling and being stereotyped and disregarded by male board members (Broome, 2008; Huse & Solberg, 2006; Lansing & Chandra, 2012). In addition, they may be subject to hostile behaviours from men who may perceive that women are there to challenge their authority (Heilman et al., 2004; Kanter, 1977). Consequently, women have to adjust their behaviours to make men comfortable, or leave the board.

### ***Effect on personal lives perpetuates inequality***

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Most respondents in this case mentioned the effect that board membership has on their personal lives, except for one INED, who is male. According to Juliet, women are overworked due to their own and others' expectations that they need to work extra hard in order to be recognised. This makes it difficult for women to navigate through the demands of work and family. This finding is in line with the visibility mechanism in tokenism theory, which suggests that women are subject to scrutiny, face perceptions of performance pressures, and may feel that they need to work harder to gain recognition (Elstad & Ladegard, 2012).

*So you'll actually work nine times harder than your male counterpart because I think you want to prove a point that I can do this. So we still have families and you're trying to balance all of that. I mean I have to pick up the kids, put them to sleep, start working and it's the same cycle, but I think because you don't want to be seen 'oh no, but you are just a mother', I can be professional and it's not an issue of choosing either or. (Juliet)*

In the above quote, Juliet reported on the pressures women face due to the roles they occupy at home and in their careers, consistent with social role theory. She reported that women often feel that they have to prove themselves, and that brings performance pressures. These pressures happen because men and women have established standards of conduct in various roles in families (Diekmann & Schneider, 2010). Therefore, the assumptions of social role theory of women's social role expectations in terms of family responsibilities and men as breadwinners (Diekmann & Schneider, 2010; Guadagno & Cialdini, 2007) perpetuate inequality. Grace reported that before the death of her husband, his support redefined the gender role stereotype in that she had the opportunity to advance her career because she had a husband who took care of nurturing and family responsibilities when she went to work. It was during this time

that other women looked up to her as a mentor, and during this “limelight of her life” she was exposed to opportunities that enabled her to be successful in corporate suites. Upon the loss of her husband, she found herself under pressure to balance work life and family life. Therefore, she made a decision that her family responsibilities would be her priority. Koch (2015) suggests that women’s decision to pursue a career relies on the compatibility between a career and the family. Upon the death of her husband, Grace had to redefine her role within the family structure:

*Two, three years later I was like I don't think this is what I want. At the time he was still around it was better, it was good for me to be this executive. He gave me all the powers, all the opportunity to reach for the stars and doing whatever that I wanted to do and he became the mother of the house. So when he then passed I made that conscious decision that said I have lost 13 years of my children's lives becoming this key executive. Do I still want these accolades of people saying you are one of the three top ideal black female executives in the country? You are, you are, you are and I was like no. I felt no, now it's the time that I become first and foremost a mother, and then as a mother, I have to provide, then I'll see what to become, to be able to provide. But let me be the mother first. Let me be the mother who is able to make sure that the kids are at school.*

Unlike Grace, William related the effect on his personal life in the context of board performance and the expected obligations and responsibilities of board members. He stated that the board’s responsibilities in discharging their obligations adequately and ensuring that stakeholder concerns are met are stressful:

*It does, because nowadays the obligations of board members, of non-executives, are different. The exposure of a non-executive board member today is a lot different compared to what it was many, many years ago. You are required to know much more about the business. The governance policies that have been promulgated in the last few years all require or all impose obligations onto board members, non-executive board members, with great consequences if they're not complied with. So I think that board members have to spend more time on preparing for board meetings.*

One critical observation from this analysis is that for male board members the effect on their personal lives relates to their concern about the state of the company, while the effect of board membership on the personal lives of women entails their concern about time spent with their families. This finding confirms literature that often men and women behave according to the stereotypes and beliefs associated with the social role they occupy (Boulouta, 2013; Eagly, 1987), promoting inequality.

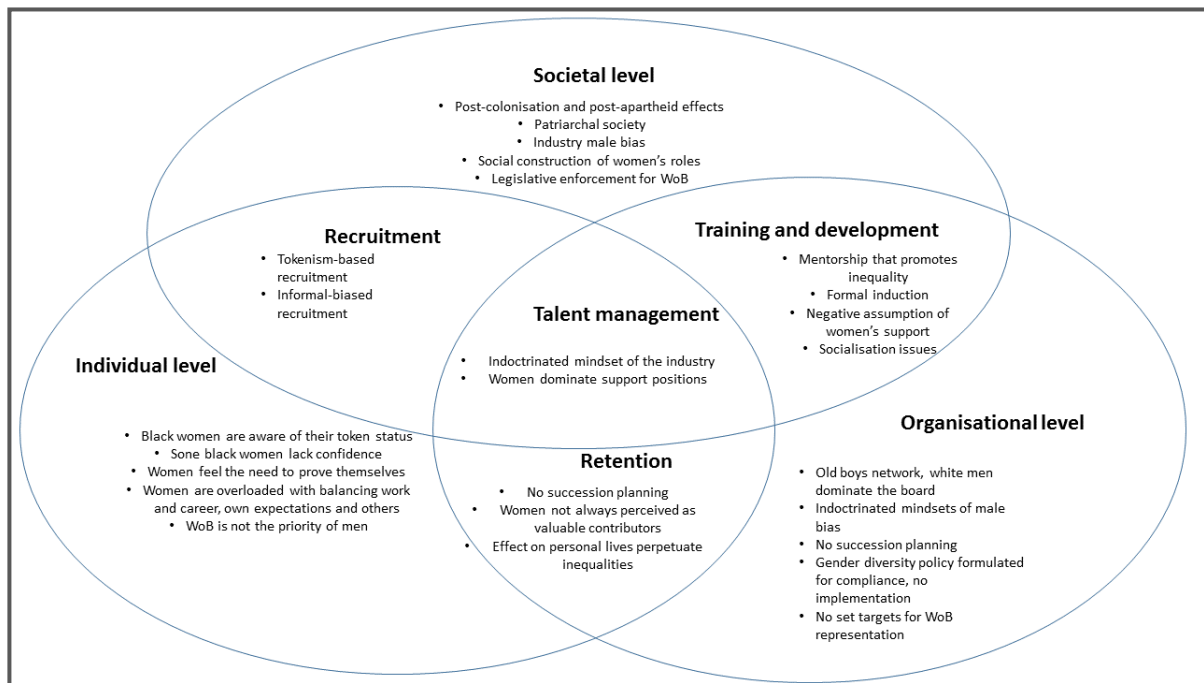
## C.7 CONCLUSION

Table 6.3 provides a summary of assessment and breakdown of the case analysis for Case C through aspects of the framework utilised, and presents a category of thematic analysis into either positive or negative constructs in terms of the notion of the TM framework.

**Table 6.3: Talent management Case C**

Framework	Main themes	Synopsis: Positive	Synopsis: Negative
Talent management	<ul style="list-style-type: none"> <li>Indoctrinated mindset of the company and industry</li> <li>Women dominate support positions</li> </ul>	<ul style="list-style-type: none"> <li>✓ Re-awakening to a male-dominated board</li> <li>✓ Formulation of the gender diversity policy</li> <li>✓ Pursuit to focus on training, talent and transformation</li> </ul>	<ul style="list-style-type: none"> <li>No talent management plan at board level</li> <li>No set targets for gender representation</li> <li>Male-dominated culture</li> </ul>
Recruitment	<ul style="list-style-type: none"> <li>Tokenism-based recruitment</li> <li>Informal, biased recruitment</li> </ul>	<ul style="list-style-type: none"> <li>✓ Company responds to listing requirements and shareholder activism</li> </ul>	<ul style="list-style-type: none"> <li>Company compelled by legislation, not a moral obligation</li> <li>Tokenism reinforces inequality</li> <li>Social role expectation devalues women's contributions</li> </ul>
Training and development	<ul style="list-style-type: none"> <li>Mentorship that promotes inequality</li> <li>Formal induction</li> <li>Negative assumption that women do not support one another</li> <li>Socialisation issues</li> </ul>	<ul style="list-style-type: none"> <li>✓ Learning occurs between senior and junior colleagues</li> <li>✓ Board members benefit from intensive training and induction</li> </ul>	<ul style="list-style-type: none"> <li>Self-bias from the side of women</li> <li>Women low confidence</li> <li>Women expectation from one another not met, perceived negatively</li> <li>Men are perceived as darlings</li> </ul>
Retention	<ul style="list-style-type: none"> <li>No succession planning</li> <li>Women not always perceived as valuable contributors</li> <li>Effect on personal lives perpetuates inequality</li> </ul>	Annual board assessments	<ul style="list-style-type: none"> <li>Longer board tenures hinder succession planning</li> <li>Gender role stereotypes</li> </ul>

Figure 6.1 below provides a summary of the assessment of themes and a breakdown of the Case C analysis through the meso-level approach of TM in the context of societal, individual and organisational levels.



**Figure 6.1: Meso-level analysis: Case C**

The Case C board portrays a superficial commitment to gender equality. The gender composition of the board reflects the historical nature of the mining industry of few opportunities for women. Using the typology of Adams et al. (2014), the Case C board is categorised as an oblivious board. Oblivious boards attach low importance to board composition, as they may have only one or two female directors. The director composition of Case C is a group of older and other retired individuals with relatively little contact with the changing business world. These directors assume that there is a limited supply of women to serve on boards and they are likely not to be interested in serving with women on the board. These boards pay attention to gender equality on boards because of enforced compliance and to curb being exposed to possible destructive publicity or action by shareholders or institutional investors who are unsatisfied with all-male boards (Adams et al., 2014). As a result, women who are appointed are regarded as token appointments to 'window-dress' board composition. Case C demonstrated that the recruitment process is based on referrals, thereby limiting the available pool to select candidates. The training and development of directors were not based on gender, but available for all. However, mentorship perpetuates inequality, as older men mentor younger men and men mentor women. Women negatively assume that they do not support one another, even if the same treatment is received from men. Through social role categorisation, women and men

are assigned expectations that maintains men as the dominant ones and women as submissive beings.

In light of the analysis performed on this organisation and the low representation of women on this board, Case C is defined as a contrast case in the overview of TM at board level.

**CASE D**

**D.1 BACKGROUND**

Before interviews commenced with the company, it had two women and ten men on its board. At the time of data analysis, this company had 11 board members, comprising of eight men and four women. After many requests with board members of this company, only three interviews could be secured. However, the information obtained revealed new findings, some which were not captured in the preceding cases. One man (black) and two women (black) agreed to the interviews, amounting to three in total.

**D.2 APPROACH USED TO COLLECT DATA**

A summary of data gathered in the analysis of Case D is presented in Table 6.4 below.

**Table 6.4: Summary of data gathering of Case D**

<b>Data source</b>	<b>Description</b>
Interviews	The three interviews amounted to 89.53 minutes of recording and 61 pages of transcribed interview material.
Field notes	Fields notes documented the main impressions of talent management at board level and my subjective position or the significance of my personhood as a researcher was reported my reflexive journal.
Company documents	Latest annual report (2016/2017). No quotations could be used to supplement the findings from the interviews.

The next table presents the demographic information of the respondents of Case D as well as a brief interview context emanating from the field notes and my reflective journal notes on each interview.



**Table 6.5: Demographic information of respondents and interview context (D)**

Interviewee, primary document number	Position and gender	Pseudonym	Interview context (from field notes and reflective journal)
1,1	INED, female	Precious	Precious sits on multiple boards and travels frequently; hence, the interview with Precious was conducted telephonically. I sensed that Precious was a bit reluctant to reveal much about the current board and often deviated from her own experience at a current board and mostly used her experiences of serving at a public sector board, where she was fired because she was risk-adverse and refused to follow unethical conduct. One of Precious's experience was that women and black people in particular were in competition with one another and lacked the ability to support one another.
2,2	INED, female	Olivia	This interview with Olivia occurred face to face at a coffee shop convenient for Olivia. I found that Olivia was calm and responded to questions without hesitation or fear. She sits on various listed boards, and is a businesswoman and appeared to have knowledge and experience in serving on boards. Olivia emphasised the need for government to take the issue of WoB seriously, as she believed that not much is done by government to enforce compliance by listed companies. Unlike all the women I interviewed, Olivia has never been married, has no children, and showed no interest in child bearing or marriage. Olivia has put her career first and reported that she is comfortable with her life being career-focused. As a driven businesswoman, Olivia believed that women in marriages have to sacrifice a lot and often slow down their career path or dim their lights so that they do not appear as threats to men. According to Oliva, all women have a freedom of choice and hers was to choose her career over child bearing and family obligations.
3,3	Independent non-executive	Arthur	I interviewed Arthur face to face at a restaurant that was convenient for him. Arthur is a well-respected and influential director in the corporate space with more than five board memberships in JSE-listed companies. He appeared to be a confident individual and I found that he used his power to even dominate in the interview. He answered questions in a way that made me start to question the relevance of my questions,

Interviewee, primary document number	Position and gender	Pseudonym	Interview context (from field notes and reflective journal)
	chairperson, male		<p>and that affected my confidence. It made sense to me how women felt in the boardroom, where men exert power and influence to push their agenda, and that could really be intimidating for women, especially coming from an experienced board member. In addition, the responses Arthur gave made me feel like he equated me to a journalist, who interrogates issues with a mission of fault finding. At times, I found Arthur's answers defensive, sometimes contradictory, although he made firm assertions with confidence in his responses. For example, while Arthur vouched for the commitment to better representation of women, he made a remark that women would better contribute in fast-moving consumer goods, where most customers were women. This was a typical gender role stereotyping comment. Yet, he said that women should know that they are there to contribute and in any environment, he would consider them as experts in their respective areas.</p>

## D.3 TALENT MANAGEMENT

The thematic analysis of TM in Case D revealed one theme, namely industry stereotypes.

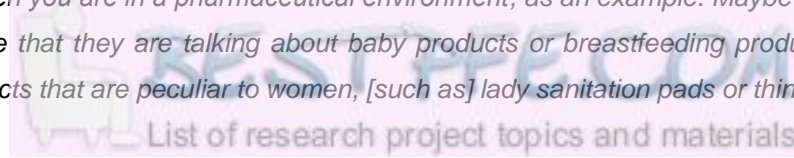
### *Industry stereotypes*

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I found that some literature promotes gender role stereotypes and often direct the industries where women should be represented, which is gendered. For example, some authors note that the number of WoB is influenced by the industry in which the business operates (Bilimoria & Huse 1997; Burke, 2000; De Jonge, 2014; Harrigan, 1981; Singh Kang, 2012). Some research studies have also found that female executives are associated with certain types of industries (Singh Kang, 2012). From the response of Arthur, consistent with social role theory, I could sense some resistance to female representation on mining boards, which leads me to suggest that it was based on industry stereotypes and gender role stereotypes. A controversial statement made by Arthur was to suggest that women's perspective would matter where most of the consumers are women:

*Boards are different, on the board it's simply about the numbers (financials), governance and the context of doing business. As I say, the only time where a particular women perspective would matter is in fast-moving consumer goods. If you are a woman on the board of Nestlé, more than 50% of the consumers at Nestlé are women because they sell products that are consumed in households and often buying decisions are made by women. So ... yes we can say a woman perspective makes a huge difference. The example I gave you of a pharmaceutical company, yes there you may say when it comes to certain segments of health brands that would be the case, but other than that I don't think that one can pinpoint to a style a woman brings to a bank or something. It's only relevant relative to the customer base. Invariably, a company that has more women on their board and happens to be in the fast-moving consumer business is likely to do better than a board that has no women. Your question would only work in relation to consumer brand segments of the company concerned and to the extent that they are majority female, then yes, it matters to [appoint women] because then you're mirroring your board, your board mirrors your brands and mirrors your market.*

*It's different when you are in a pharmaceutical environment, as an example. Maybe where you may realise that they are talking about baby products or breastfeeding products or whatever products that are peculiar to women, [such as] lady sanitation pads or things like*



*that, and then you realise as a bunch of men that don't even know how this thing works. That's different, because there perhaps ... you bring a business perspective but you also bring a female consumer perspective. So in FMCG [fast-moving consumer goods] brand companies perhaps [gender] would matter. But in an industrial environment industry is industry. Construction is construction.*

I found that Arthur's views were promoting industry stereotypes, but were unfortunately in line with literature, for example Harrigan (1981) examined firms from eight different industry sectors and found that female directors were more prevalent in service-oriented, labour-intensive or women's products industries than in manufacturing and diversified industries. Forbes' study found that the best-performing industry sectors in terms of gender diversity at senior levels were healthcare, education and financial and other business services, with construction, utilities and mining scoring the lowest (Forbes Insights, 2012). From the context extrapolated by Arthur and the literature review, I reviewed the board of Nestlé, Tiger Brands and Unilever, where the majority of the customer base is women, and found that the board was still dominated by men regardless of the industry and the market. Nestlé had nine men and five women on the board, which implies that the representation of women was not always influenced by the industry sector, as implied by Arthur. Therefore, it is not accurate to say that women are more represented in industries where women are the markets or products are used by women, but that women are better represented in these industries compared to male-dominated industries.

#### **D.4 RECRUITMENT OF DIRECTORS**

Three main themes emerged, namely (1) discriminating sources of recruitment, (2) excuses not to recruit women and (3) external recruitment enforces glass ceilings.

##### ***Discriminating sources of recruitment***

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Literature suggests that experience as CEO seems to be the norm to gain board seats (Allemand et al., 2015; Gregoric et al., 2017). Therefore, the limited pool of female CEOs significantly constrains access to the boardroom (Adams & Flynn, 2005). To confirm this literature, the findings of this case are in line with the power perspective theory, holding that talent is fixed based on preference of people with similar identities, showing that sources of recruitment further discriminate women from board positions.

Precious reported that often ex-CEOs of specific companies are preferred for board appointments, which are typically white male directors, considering the South African context. Focusing on ex-CEOs as a recruitment criterion implies that even women in mining with industry experience are overlooked, as they continue to be barred from executive and board positions. A review of South African statistics of CEOs shows that only 4.4% of CEOs across all industries are women and of the 25 largest JSE-listed companies, only two companies have 25% or more director positions held by women. The fact that only two women are listed as South Africa's top 100 CEOs suggests a lack of clear incentives for ensuring inclusive advancement of women to leadership positions in corporate Africa (Barasa, 2015). In the profiles I have captured in the JSE-listed mining companies, men accounted for over 95% of CEO positions, dominated by white men at over 70%. Given that CEO experience is a valuable criterion for board positions, white male CEOs stand a better chance of securing board positions, while women become the least preferred, this is explained by Precious below:

*I don't know why we still do not have female representation. I think because it's still a male-dominated industry, that's my suspicion, because you find that in these boards there are ex-CEOs of other mines because they come with industry knowledge. Because there is always a motivation to say in the board, you need to have skills [of] people from the industry, the accountants, the lawyers to have diverse skills, but unfortunately, in the mining industry, you find that there are more people from the industry but then those people [are] generally white males.*

Olivia's appointment was due to her involvement in the company as a shareholder of the company, otherwise she would not have been able to join the board. This source of recruitment further shows that a connected and well-networked few are able to join boards.

The South African political and economic landscape shows that the white racial working class is more represented in the private sector and black people in the public sector (DoL, 2016). Having some experience of the public sector has benefited black directors in particular to be recruited to mining boards. However, recruiting members from public companies also has some advantages as part of companies' strategy to source access and networks in the public sector. Olivia explains the source of recruitment for black directors below – it is also interesting that she referred herself as

a 'chairman' instead of a chairperson or board chair signifying self-bias of viewing the Board Chair role a man's position.

*I was an independent non-executive chairman there and then I sat on a number of public sector boards initially, which is interesting in the sense that, in fact, a lot of the black people that I know start there [public sector]. I think the public sector is very advanced in terms of identifying talent for boards. In terms of gender [and] transformation, the public sector has always led the way and then I started sitting on private sector boards, apart from my own companies.*

Although networks is another source of recruitment to the board, Precious's experience was that the recruitment process differed whereby for female appointments recruitment was often a vigorous, time-consuming and a tedious process, while male director recruitment was network-based with less interview engagements.

*The appointment of males, I've noticed that the process is slightly different. It's about who you know, because they go to the golf together. (Precious)*

Another discriminatory source of recruitment I found was listed company boards experience of prospective candidates. This is a problem, as women in listed mining companies are poorly represented, which enables men to create an excuse that women lack listed company board experience. For this reason, Precious argued that the role of a board member is fiduciary regardless of whether they serve on listed companies boards or not. Accordingly, listed company board experience as a recruitment criterion further limits the pool of women to choose from.

*Currently, whenever they're looking for a board member, they will say they want somebody with a listed company experience. So you find that people that are not there yet, it becomes a challenge even though they are black men, but they don't have the listed company board experience and for me a board is a board. You apply the same skill, except that a listed company has got added requirements like JSE requirement. I think when I started there were still very few women on boards, so that's how I got in. The moment you get one listed company you find that often those open doors to other listed companies. But otherwise, as a board member you have a fiduciary duty, it doesn't matter whether it's a listed company or not.*

The above discussion suggests that women may be strategically discriminated against through recruitment based on criteria that do not even apply to men.

## **Excuses not to recruit women**

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Previous research suggests that inadequate experience of women and the unavailability of suitable women for boards have been used as excuses to justify low board representation of women (Catalyst, 2014; Hawarden, 2010; Sweetman, 1996). My research revealed new findings, namely that men delay the process and often play games to delay recruitment of women by providing excuses for poor female representation. Olivia suggested that only through legislation can women be better represented on boards:

*Those are the games men play, [demonstrating self-importance/dominance] [and] that's just how they do things. So I'm hoping because frankly if it's [quota targets] is in the [mining] charter there's nothing that they can do. They'll just have to comply. (Olivia)*

Pearce and Zahra's (1991) empirical research present more excuses for low female representation on boards, by suggesting that having more WoB lead to more debates, arguments and clashes. In my study, Arthur reported that in his experience, particularly in boards where women are better represented, he has never witnessed any clashes or arguments. However, Arthur further somewhat defends the excuses of having WoB by stating that society has differing opinions and views regarding the representation of WoB. In essence, the comment of Arthur implies that not everyone understands and acknowledges the representation of women.

*When you have an industry body it doesn't mean everybody is going to feel the same or be aligned. There will be contrary views, there will be supporting views. There will be those that test the boundaries. Just like in society there's right wing-inclined people, that's why there's different political views. There are progressive thinkers, there's conservative thinkers. Even within the broad church of progressive thinkers, if you put a communist leader here and you put a nationalist leader here and you put a feminist in the room, you'll get different views within the broader church of shared thought.*

Another miscalculation presented by Arthur is the assumption that women lack financial skills compared to men. As this is inaccurate, it lead me to believe that Arthur was presenting a defence for the status quo. This finding supports that of the study by Nekhili and Gatfaoui (2013), which holds that limited opportunities for women still persist even though women have the necessary education and skills to hold board positions. From the quote below, Arthur's contention further suggests that women face

a double glass ceiling even when appointed to boards. He states that women often find themselves in less strategic committees in the boardroom in relation to their fields of expertise.

*It is generally known that you don't have more women in finance versus men. So it's inevitable therefore that if you're a woman with a social sciences background, whether it's HR or marketing or whatever, you are most likely to find yourself on the social sciences-related board committees.*

Literature suggests that roles in social sciences, marketing and HR are not considered as 'high-ranking' in boardroom committees such as finance. Committee roles in finance are considered to be high-ranking positions in the boardroom due to the exceptional expertise, skills, responsibilities and duties they encompass (Nekhili & Gatfaoui, 2013). Counteracting Arthur's argument, the nomination committee would require HR expertise and would therefore be suitable committees for women, yet men still dominate nomination committees without an HR background. Indeed, literature has found that women face a double glass ceiling in boards, such as independent directorship or committee memberships where their roles are non-strategic (Li & Wearing, 2004; Vinnicombe et al., 2010).

### ***External recruitment enforces glass ceilings***

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While the Case D board made significant strides in the recruitment of women, my findings revealed that a weakness lies in that there is no gender diversity policy and plan at board level. This implies that the company has no specific board gender representation targets to attain. Furthermore, my findings record some evidence of glass ceilings, which is an invisible barrier that impedes women to attaining the highest leadership positions (Yousry, 2006). The Case D company had not identified a talent pool where it can develop the internal talent of women who can be earmarked for board positions. An observable but 'invisible' barrier prohibited the development of women in mining (in executive management or senior roles other than the board) to advance to the boardroom. Arthur reported that it was usually uncommon for companies to recruit board members from within the organisation, which is in line with the agency theory that talent of women is sourced externally. This is because according to literature, women are good monitors but confined only to independent roles (Daily et al., 1999;



Isidro & Sobral, 2015), further promoting glass ceilings. Arthur's argument was based on the provisions set out in the King reports of governance that prescribe for companies to recruit the majority of the members of the board externally to ensure board independence. While it is true that the King IV Report and previous King reports mandated that the board should comprise a balance of (inside) executive and (external) NEDs, with a majority of NEDs, it further reports that the board needs to achieve an appropriate mix of executive and INEDs, which seems to be ignored. As a minimum, King IV prescribes for two EDs (inside directors) to be appointed on the board, which includes the CFO and the CEO. Nevertheless, it does not limit the number of inside directors to just the CEO and CFO, which Arthur implied. It is evident that most companies comply with just the bare minimum prescribed by King IV, as most boards only have the CFO and CEO as EDs (inside directors) on the board, which are typically white men. This practice, which Arthur considered a 'norm', limits opportunities for women to be promoted to boards from within. The consequence is that women who are appointed on the board externally from outside mining occupations generally lack mining experience and most have not had any exposure to mining. Consequently, the lack of exposure to mining forces companies to expend on more training for these women, while women can be fast-tracked and developed internally. Arthur explains how directors are recruited externally and provides reasons why.

*For executive management yes, but for boards you seldom pull people from within. In most boards, generally you have two people [inside directors] on your board. The convention is it's the CEO [and] CFO that are executive directors and this [is] governed by the Company's Act, it's governed by the King Code of Good Practice. So you can never really say I'm grooming people within to become directors one day because the world doesn't work that way. You go out and recruit people from outside because you're looking for independent people. You're looking for a non-executives to be on your board.*

Another invisible barrier identified in my analysis is the poor planning for the succession of executives, as demonstrated by the high CEO turnover in Case D. In accordance with the power perspective theory, CEOs can encourage succession planning or hinder its success (Cannella & Shen, 2001). The Case D board has had four CEOs in the past five years, implying that CEOs do not invest in succession plans in order to have a pool within the organisation to recruit CEOs. I suggest that if the company were to recruit individuals from within, it would find suitable women to develop and recruit to CEO positions. The comment below from Arthur further suggests

that succession planning is not a priority, as CEOs in general concern themselves with business affairs rather than identifying and developing a talent pool.

*The board would simply be concerned with do we have a CEO that's going to drive the results of the business. You see, the job of a CEO is to concern themselves fundamentally with growth. They're concerned with how do I produce new performance compared to last year in terms of the share price, in terms of headline earnings, in terms of market share, in terms of overall profitability and paying higher dividends than I paid last year. That's what boards get preoccupied with. Boards also get preoccupied with ... is the leadership sustainable. Is the leadership of the CEO promoting the right ethos in the organisation in terms of short term versus long term and things like that and so that you've got to then adapt from one style of CEO to another and again as you as a board are recruiting a CEO you've got to be mindful of those things. If any of those fall short, it means the board didn't do a good job in recruiting a successor CEO and in the best world, that's where your point comes in also about internal succession. One company in the world that is seen as doing well with internal succession is General Electric. They've always found the magic. Microsoft has also started achieving ... its own internal succession. But generally, not all companies succeed because either CEOs don't stay long enough for that succession to materialise or they stay long but they themselves don't groom enough people from a succession point of view, or there may be other variables that cause long-term succession not to happen as ideally as it should.*

For Case D, the reluctance to develop women for CEO position is not related to skills available, but the obliviousness of the company to focus on internal talent and target women in various functions to promote to board level.

## **D.5 TRAINING AND DEVELOPMENT OF DIRECTORS**

The following themes emerged from the analysis: (1) industry language, (2) fiduciary duties and (3) different training at board level.

### ***Industry language (integration in the boardroom)***

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An important consequence discovered in my findings was that not recruiting women to the board with mining industry experience results in women experiencing challenges in terms of integration into the boardroom. Women interviewed in Case D reported that they faced challenges of not understanding the industry language and mining operations.

*I sat on the mining boards. I didn't know this terminology, it was [inaudible] grades and all that, I didn't know what they're talking about. So a person from the industry knows. (Precious)*

As WoB of mining are not a direct talent appointed within the mining sector, they have to learn industry terminology and understand mining as quickly as possible. This is in congruence with the role congruity theory, where talent is performance pressure-related, whereby women experience performance pressures to adapt quickly to previously male environments. However, Kakabadse et al. (2015) state that women adapt quickly and employ the available initiatives of development and communication. Moreover, female board members also display a very strong developmental orientation. This is demonstrated in the ways in which women stress the learning and development orientation of their relationships and work processes, as well as development of the relevant human capital. According to Olivia, even though women do not understand mining, they are determined to learn as quickly as possible:

*The challenge of course if you're an independent is that ... you may be appointed to a board in a sector that you don't know, in a company that operates in an industry that you don't know. So the first thing you have to do is to very quickly get to understand the industry so that you are able to make informed contributions, otherwise people are going to be throwing lingos. Sector lingos that you don't understand. (Olivia)*

From these quotations, I found that Olivia and Precious experienced performance pressures to adapt quickly in the industry to which they had not been exposed to previously. Several authors discuss performance pressures that women may experience, such as “constructing a facade that minimises peer concerns or developing a persona that masks deeper thinking and accomplishment” (Hawarden, 2010:65). Olivia believed that her identity is a combination of her background, race and gender and did not allow pressures to derail her ability to perform her roles:

*I must say, whenever I'm in a work environment, it doesn't matter, any environment, [I] don't wear my woman hat, I walk in with who I am and who I am is a function of my gender, my race, my previous experiences and my upbringing and everything. ... I don't want to say we walk in and contribute our perspective of being mothers and sisters and daughters and whatever. Probably a combination of all of that, but there's a lot more to us than that.*

In line with tokenism theory (Heilman et al., 2004; Kanter, 1977), the women in Case D reported to have experienced hostility, resistance and challenges to their authority

by men on the board, Precious and Olivia were conscious of those attitudes, but focused on the contribution they wanted to make.

*They don't care about your skills, so but for me I believe I need to put that away because I've got a skill and I've got a contribution to make, not because I am a just a woman. (Precious)*

*Men have this automatic response to women. When a woman speaks, probably we remind them of their mothers and nagging mothers, nagging wives. They are not programmed to take us seriously. They don't like to be told by women whatever, but it then depends on you as a person how you deal with that. You need to be understanding of where they're coming from and deal with that in a way that is non-threatening but that delivers the message that you want. (Olivia)*

*For example, if you are stating a fact, don't say I think. I think this, this, this, you must just state the fact because if you start your point in a way that sort of communicates that you also are not sure of what you are saying, you dilute then what you are going to end up saying, the rest of your point. So you must state it as a fact and also try to [bring] some empirical evidence and quote research stats and things like that because men relate to [that]. That's how their brains are wired. So use less emotive language and more factual to connect with their brains. Whereas when you're talking to women, we women relate more to emotive language than hard language. (Olivia)*

It appears that not fast-tracking women internally in mining companies to assume board positions is costly in two ways. First, boards incur considerable costs in training and development of new female directors with no industry experience to integrate them into mining. Second, women may experience performance pressures. My findings were contrary to that of Kakabadse et al. (2015), who report that due to small numbers in the boardroom, women often feel the need to fit in and may adjust their behaviours to make male board members feel comfortable. Olivia and Precious were able to deal with those pressures by focusing on their board roles, not their identities.

### ***Fiduciary duties***

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As explained in the previous theme, regardless of the industry, women interviewed in this case appear to take their fiduciary duty seriously, which they exercise. Women submitted views that their delivery to the boardroom meant that they have to stand their ground and protect the interests of all stakeholders in the company.

*It is important to stand your ground. You can't just agree on anything that is brought by a suggestion because there are instances out there of men who can fool you on your face [betray you]. You just have to ask the relevant questions or intelligent questions, just to probe so that before you approve whatever you need to approve you understand what is that for, because at the end of the day if you've traded recklessly for instance in the company, we are in there together. (Precious)*

*Someone with a good work ethic who reads board packs and also participates in meetings and lastly someone who is an independent thinker. You don't want somebody in a board who is just going to be agreeing with whatever else is being said. Nothing wrong with agreeing, but you must come with your own freshest perspective to add to the quality of the decisions that end up being made by the board. (Olivia)*

In the first comment above, Precious implied that men tend to trade recklessly and not consider the risks associated with their decisions. In line with literature, maleness has become a synonym for a lack of care to risk (Caldwell, 2009:13; Palvia et al., 2015). Some research suggests that women tend to be more risk-averse (Post & Byron, 2015), and this aversion may manifest in an increased motivation to fulfil boards' obligatory role to provide fiduciary oversight in order to avoid the legal, ethical and reputational risks (Chapple, Kent & Routledge, 2012). Women are therefore identified as more risk-averse and more likely to reduce their risk exposure (Sila et al., 2016; Watson & McNaughton, 2007). Sun et al. (2015) argue that female directors who can pass through the glass ceiling and enter a masculine environment take greater risks and responsibilities in leadership positions. My research reports some similar findings in a sense that the women in Case D felt that they had to take calculated risks and exercise an independent view in the boardroom. This is in line with gender differences theory, which states that talent varies based on gender differences.

### ***Different training at board level***

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As reported with the previous cases, it should be appreciated that board members receive a formal induction programme to expose them to company operations and to introduce them to executive management and staff. While this practice is commendable, I argued that it would be less costly for boards to finance induction programmes if they appointed women from within the company with operational experience. Precious reported that because the board does not earmark talent from within the organisation, the board ends up spending a lot of money on induction that it

would not necessarily spend if they sought women in mining for board positions. In my opinion, women appointed with no industry experience are preferred and strategically sabotaged to silence their voice in the boardroom.

My respondents in Case D stressed that board training differs from conventional employee training. Arthur suggested that it was up to women to step up in terms of requesting training opportunities. In addition, the word 'training' at board level seems not to be acceptable, as Olivia and Arthur believed that every board member, regardless of gender, is expected to operate at a strategic level.

*Any director that is new on the board of a company receives induction. Any director that is new on a board of a company and don't understand that industry it's upon themselves either through the CEO, the chair of the board to say I'd like to be exposed to more people that can expose me to this or the other about the company. (Arthur)*

*The starting point is that if you are on the board you are capable already, so you just need to be, not trained perhaps is the right word, but the company secretary has to make sure that all board members are au fait with [the] Company's Act, the various versions of King reports. (Olivia)*

*On boards it's different, the very reason why you are on boards is because you're expected to have achieved a certain level of acumen and a certain level of seniority in society. You can't come to a board and say I still need to be handheld. It doesn't work that way anywhere in the world. You are there because you are a senior member of society. You're there because you are influential in relation to something in society and so ... the only thing you're expected to have as a shortfall is not knowing the technical side of that industry, but you're expected first and foremost to have some or other form of business acumen. (Arthur)*

This theme shows that training at board level occurs differently due to assumptions about already acquired skills of board members.

## **D.6 RETENTION OF DIRECTORS**

Findings in the data set records no formal retention programmes, but indeed some positive initiatives that may add to the features of retention strategies. Main themes reported in this case are: (1) family responsibilities affect career trajectory, (2) reputation and (3) board leadership and culture.

## **Family responsibilities affect career trajectory**

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Powell and Maniero (1992) see women's careers as complicated and difficult to conceptualise as different or similar to those of men. Women are reported to be alternating between balancing relationships with career and family life (Hawarden, 2010). My findings demonstrate that family responsibilities play a role in the effect on board member's work-life balance. While the Arthur reported that he does not see why board membership had an effect on personal lives, Precious reported on the challenges that come with balancing work, life and family. Olivia (who was not married and had no children) reported that she chose her career over marriage and child bearing.

*I can't see why. (Arthur)*

*I get home, the children want attention and I don't have time for them because I've got to go through the board packs. As I say, some of them they will arrive two days before, now I've got to attend to my board pack and the little ones, that is my grandchildren, they want attention and I do not have time for them. (Precious)*

Olivia felt that the prospect of finding a spouse would mean that the man should be prepared to occupy a little space in her life, as she has focused the majority of her time on her career. She asserted that women sacrifice a lot and in turn have to juggle between work and life, unlike most men.

*I am not married, I don't have children. In life you make choices and you must embrace the consequences of those choices and like I always say that I hardly have time to go and do my nails, where am I going to get time to look after a human being who depends upon me, because men can be like babies. I find that in relationships and marriages it's mostly the woman who sacrifices a lot. She has to dim her life somewhat so that she doesn't blind the man, chase the man away, and I'm not sure if I'm prepared to do that. I just believe that I've been blessed with a lot of opportunities, with intellect, with work ethic that requires me to work 18 hours days, like seven days a week. Not because I'm forced to, but because I'm enjoying what I'm doing and I'm not sure if then I can be able to accommodate, the sacrifice, I'm not sure I can be able to sacrifice that journey I'm on because it's a beautiful ride, I'm enjoying it ... Also with the children, with kids ... as I say I'm just selfish with my time and my career because I'm just growing so much and I don't want to sacrifice the opportunities to grow. I'll probably get married if I can find a man who is prepared to occupy this little space in my life that needs a man and not want to occupy more because then he's going to impact on the other things that I really, really, really enjoy doing, that fulfil me.*



Reviewing the results of a survey of 219 senior women of Singh's 2008 study, 70% of the women strongly agreed that an absence in senior leadership of women with children is an indicator that it is difficult to combine career and family responsibilities. This theme reports similar results, therefore from this analysis, it is deduced that married women with children are likely to face difficulties in balancing work and family life more than men and single women.

## **Reputation**

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A factor that affects the retention of board members is the conduct of board members, regardless of gender. Olivia and Arthur reported that the reputation of a board member should be safeguarded on board, as it affects board career.

*I always say that your name and your reputation is all you have. So you must protect it with your life and if you're in an environment where your name and your reputation is going to be messed up, then for me that's strong enough to persuade me to leave. (Olivia)*

*I mean you are there to serve, you are there as a mature person that knows why you are there. If you're going to get onto a board and you start getting lost in all sorts of sideshows, then you'll have that negative energy and it won't happen because [its] women. It will happen because [of] human beings whose value systems are not aligned. It would happen even when there's men, where others have a certain view of the world. I don't personally think that negative human energy happens only when there's women on the board. (Arthur)*

This theme suggests that the conduct of a board member is critical for retention in boards. This includes not engaging in unethical behaviour, taking fiduciary duties seriously and not entertaining negative energy of board factions.

## **Board leadership and culture**

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The retention of board members is affected by the blend of leadership styles of the CEO and board chair and how board members treat one another. I observed that the board chair and the CEO relationship was troubled, which was not a good sign. Indeed, during the finalisation of the thesis, the CEO had stepped down, but was replaced by another white man. This was problematic, and CEOs in this company do not stay long enough for succession planning to occur. Below Arthur discusses the importance of CEO and Board Chair good relations:



*You've got to be a good chairman regardless of the style of CEO, also [the] leadership of your CEO ... eventually overall leadership the company rests with the chair of the company. Hence this concept of crony at the top. What makes a great CEO is the extent that they're able to lead and manage a great working environment, a great culture. So all that the chair and CEO have to worry about is how do they complement each other in that environment.*  
(Arthur)

In the TM category, some theme discussed resistance to gender equality. Precious reported that men (white men in particular) tend to pretend in terms of their relations with women. However, she stated that women are treated as equals in terms of respect and contribution:

*I think they can pretend, I must say, maybe they are pretending because some of them you can see, we relate very well, we are colleagues, but I don't think I can simply say we are colleagues, we are equals outside, as much outside as ... we are equals in the boardroom. But in the boardroom I think they pretend more, they respect us, we are like equals but I don't know, that when you find the person, meet the person outside the boardroom whether the behaviour will be the same or the reception will still be the same.*

This theme points more to the need for equal treatment and mutual respect in the boardroom, which must be facilitated by the chair and the CEO and their relations to one another.

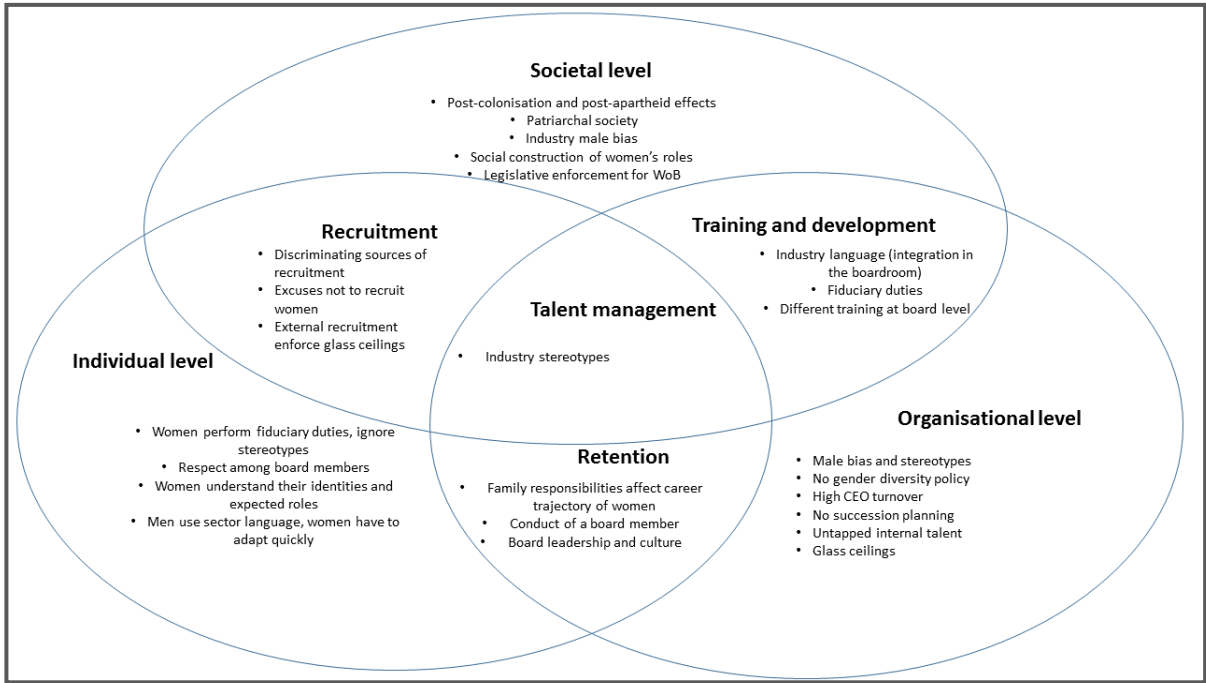
## **D.7 CONCLUSION**

The table below provides a summary of the assessment and a breakdown of the case analysis through aspects of the framework utilised, and presents a category of thematic analysis into either positive or negative constructs in terms of the notion of the TM framework.

**Table 6.6: Talent management Case D**

Framework	Main themes	Synopsis: Positive	Synopsis: Negative
Talent management	<ul style="list-style-type: none"> <li>Industry stereotypes</li> </ul>	<ul style="list-style-type: none"> <li>✓ Company under pressure to recruit more women</li> </ul>	<ul style="list-style-type: none"> <li>Belief that women are confined to certain industries</li> <li>Glass ceilings</li> <li>No focus on internal talent</li> <li>Gender role stereotypes</li> </ul>
Recruitment	<ul style="list-style-type: none"> <li>Discriminating sources of recruitment</li> <li>Excuses not to recruit women</li> <li>External recruitment enforces glass ceilings</li> </ul>	<ul style="list-style-type: none"> <li>✓ More independent board</li> </ul>	<ul style="list-style-type: none"> <li>Biased recruitment process</li> <li>White male directors remain preferred candidates for board positions</li> <li>Women appointed as tokens</li> <li>Skills shortage still used as an excuse</li> </ul>
Training and development	<ul style="list-style-type: none"> <li>Industry language (integration into the boardroom)</li> <li>Fiduciary duties</li> <li>Different training at board level</li> </ul>	<ul style="list-style-type: none"> <li>✓ Women are willing to adapt and learn quickly</li> <li>✓ Women understand their identities and focus on contribution</li> <li>✓ Women perform fiduciary duties</li> <li>✓ Intensive induction programmes</li> </ul>	<ul style="list-style-type: none"> <li>Women face performance pressures to adapt quicker</li> <li>Gender role stereotypes exist</li> <li>Assumption that board members do not need training</li> </ul>
Retention	<ul style="list-style-type: none"> <li>Family responsibilities affect career trajectory</li> <li>Conduct of a board member</li> <li>Board leadership and culture</li> </ul>	<ul style="list-style-type: none"> <li>✓ Respect among board members</li> </ul>	<ul style="list-style-type: none"> <li>High CEO turnover</li> <li>Troubled board chair and CEO relationship</li> <li>Women with family responsibilities face challenges</li> </ul>

Figure 6.2 below provides a summary of the assessment of themes and a breakdown of the Case D analysis through the meso-level approach of TM in the context of societal, individual and organisational levels.



**Figure 6.2: Meso-level analysis Case D**

While this board has a critical mass (more than three female directors), the company does not display a commitment to gender equality by valuing the inputs and contributions of women. Evidence is there to suggest that women are appointed as tokens to satisfy social pressure. Women continue to be barred to advance above

executive management due to a recruitment drive that prefers external candidates. There is no succession planning of CEOs and the current board and CEO do not emphasise internal talent and groom people from within the organisation. Industry stereotypes continue to define where women would be able to add value, such as pharmaceuticals, as extensively discussed by Arthur. Discriminating sources of recruitment that prefer past CEO's and known individuals who have political connections, and excuses created not to recruit women, citing shortage of skills, further limit the pool of women from which to recruit. Women who are recruited externally lack operational experience and face performance pressures of adapting quickly to the mining environment and cost the company in expending training funds. Gender role stereotypes are still entrenched and women often have to navigate ways to contribute to board discussions without offending male directors. The data further highlight that women who are married with children would face challenges with balancing work and life more than women who opt for a career. Using the typology of Adams et al. (2014), the Case D board can also be described as a fraternity board. Fraternity boards work in their comfort zone with compatible individuals who have passed some 'test' of acceptability. These boards prefer to operate under their own rules and in relative secrecy, with only chosen members of the same hood. However, fraternity boards may do what is essential to preserve a favourable reputation and avoid bad media attention, such as appointing female directors. Their patriotic instincts may guide them to tick off the diversity compliance box using tokenism. Fraternity boards are actively involved in director recruitment and selection, but are likely to use a fairly narrow approach to defining the pool from which to draw board candidates; they may limit membership to existing or former CEOs, public officials linked to government and shareholders (Adams et al., 2014).

In light of the analysis performed on this organisation, despite the fact that the board has a critical mass of women, Case D is defined as a contrast case in the overview of TM at board level.

## CHAPTER 7

### CASE E AND F ANALYSIS

#### CASE E

##### E.1 BACKGROUND

At the time of data collection and analysis, this company had three men on the board and five women. Two men and three women agreed to interviews. A summary of data gathered in the analysis of Case E is presented in Table 7.1.

##### E.2 APPROACH USED TO COLLECT DATA

**Table 7.1: Summary of data gathering of Case E**

<b>Data source</b>	<b>Description</b>
Interviews	The five interviews amounted to 301.84 minutes of recording and 179 pages of transcribed interview material.
Field notes	Fields notes documented the main impressions of talent management at board level and my subjective position or the significance of my personhood as a researcher was reported my reflexive journal.
Company documents	Latest annual report (2016/2017). No quotations could be used to supplement the findings from the interviews.

Table 7.2 presents the demographic information of the respondents of Case E as well as a brief interview context emanating from the field notes and my reflective journal notes on each interview.

**Table 7.2: Demographic information of respondents and interview context (E)**

Interviewee, primary document number	Position and gender	Pseudonym	Interview context (from field notes and reflective journal)
1;1	Independent non-executive chairman, male	Alex	<p>The interview with Alex was roughly two hours – the longest of all interviews conducted – and occurred in a boardroom of the head office of the company. Alex took roughly 25 minutes to answer the first question, which gave me insight into his experience in the mining industry and who the guru’s and the movers and shakers of the industry are. As a seasoned board member, Alex took me through the TM aspects in thorough detail. He reported that the board approach entailed a deliberate transformation of the management committee, head office, plant level and board. He stated that the recruitment of women was conscious, deliberate and planned. He appreciated women for being meticulous in getting deals done, and he referred to women as ‘secret weapons’. The interview was very informative and open and Alex comprehensively shared his insight and experiences. Alex mentioned that the company was committed to equality on boards. He suggested I also interview the female CEO of the company, but she declined consent to partake in the study.</p>
2;2	INED, female	Helen	<p>The interview with Helen occurred at a restaurant during lunch hour. Helen was very open and direct in her answers and saw the study as an opportunity to give women a voice. Her career path indicated that she was mentored and developed early in her career for board positions. She frequently stated that she was the youngest board member in the boards she served. As a highly networked individual, she sat on various boards of big and listed companies and had access to influential politicians and businesspersons in the country. Helen shared that women pull each other down (I suspected she referred to the female CEO, which I picked up through some of her responses). She was very hesitant in mentioning names, but it was obvious that she was referring to the female CEO. Furthermore, Helen demonstrated her frustration regarding her being black, young and a woman, because she explained that she experienced being undermined frequently and had to face the stereotypes of men and queen bee attitudes. In the boardroom, Helen reported that she was vocal, stood her ground and was assertive; regardless, she felt that her points were not taken into consideration. Helen saw this interview as an opportunity to convey her concerns; she</p>

Interviewee, primary document number	Position and gender	Pseudonym	Interview context (from field notes and reflective journal)
			advocated that the situation needs to change and asserted that black women needed some mentoring, particularly on being confident.
3;3	INED, female	Kate	The interview with Kate occurred in a boardroom of her workplace premises. I found that the interview was disoriented at the beginning. Kate did not demonstrate confidence or willingness to share her views on the topic. I had to probe more to obtain answers and in most instances I had to finish some sentences for her, which left me with an impression that she was perhaps tired, but it was clear that she had a very low esteem. She could not even remember the company names she worked for and I made a deduction that she might have been busy and overwhelmed with job, board and family demands. Many of her responses were very soft and many of her answers to questions started with “It depends”, which made it difficult for me to understand her own individual experiences. It was almost as if she did not feel confident to share her experiences with me. Nonetheless, some of her responses were valuable for the purposes of this research, although little commentaries were extracted from my interview with Kate. One of her valuable contributions, which was consistent with a statement by Daisy below, was that women needed to earn the respect of white men in order to be considered as valuable contributors. When I probed what she meant with that, she said that you have to work hard, be present in the boardroom and have your presence felt.
4;4	INED, female	Daisy	The interview took place at a restaurant chosen by Daisy. The interview took longer than scheduled, as Daisy ordered food which she enjoyed during the interview, and that delayed the flow of the conversation. Valuable information gained during the interview was that the recruitment process was very informal and based on networks. She also mentioned that for women to be successful in the mining industry, they have to strike a chord with white men. She meant that they saw black women as a threat and often pulled their gloves to dominate. Therefore, Daisy suggested that women needed to be careful in how they interact and converse with white men so that they can win them over. Daisy also highlighted that director rotation was very common in the mining industry, as CEOs and board chairs in the industry decided on which people to sit on boards.
5;5	INED, male	Kevin	The interview with Kevin took place at his work premises in his office. He was very frank and open and demonstrated interest in the study. His main concerns were black women INEDs, whom he regarded were

Interviewee, primary document number	Position and gender	Pseudonym	Interview context (from field notes and reflective journal)
			<p>jealous of executive female directors, which led me to believe that he was referring to critique on compensation levels of the CEO by black female board members (Helen). Kevin narrated more on board factions caused by a perceived lack of understanding of business and remuneration structuring by black female directors. He also cautioned of the use of quotas instead of targets, stating that targets are better than quotas. Kevin's argument was based on the inclination of companies to recruit tokens to meet quotas, instead of establishing targets and working hard to meet those targets. Kevin believed that targets would give businesses the opportunity to employ suitably qualified people on the board.</p>

### E.3 TALENT MANAGEMENT

The commitment to transformation stems from the board, which had a TM plan to drive gender equality on boards, although several challenges were detected, which are discussed here. The thematic analysis revealed the following themes: (1) TM transformation plan, (2) entrenched old boys culture and (3) male and black women insecurities.

#### ***TM transformation plan***

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The Case E analysis showed a TM strategy that facilitated radical transformation of gender and race of the board and the organisation through change leadership. In line with the importance of board chair and CEOs' influence to drive transformation (Fitzsimmons, 2012; Westphal & Zajac, 1995), the resistance to transformation by the former CEO was overthrown by a replacement of the white CEO with a black CEO, who transformed the entire management team, including at plant level. The board gave the new (black) CEO the mandate for transformation, whereby he was tasked to ensure that racial and gender inequalities were eradicated at all levels in the organisation as described by Alex below:

*When we took over in 2002 in May we had to change the team there and the CEO was an Afrikaner guy [white Afrikaans-speaking man]. We changed the guy and we put [a black candidate] in there because why participate to that level when you cannot transform the entity? We made the guy [white Afrikaans-speaking man] the marketing guy. We then had to look at the operations and plug on people we want in operations, so we went to the operations. We deliberately transformed the management team, not only at head office, but also at plant level. We gave him a brief that he must also transform the plant. If he has problems he must come to us [board]. At the time in the computer room, which controls the furnaces, he put four ladies in there. I hope they are still there now. He put four ladies in there to control the machinery, control the computers and watch and monitor it and so on and [for the] main board [we] said we have to transform the board.*

Campbell and Mínguez-Vera (2010) state that organisations that are committed to gender equality are confronted with obtaining and locating suitable talent that will enhance the performance of the organisation in order to ensure gender equality. Case E succeeded by applying a deliberate strategy that focused on locating talented and



competent women on its board and meeting the compliance requirements, explained by Alex below:

*We needed ladies on the numbers side, but we deliberately transformed it in that fashion and we had to look for someone who knows operations pretty good and fill other positions. Then when we got ladies we put them in there. Believe me, the quality of the ladies we have and the understanding of the mining sector is unbelievable. Apart from the fact that we deliberately recruited ladies, we were lucky to get high-calibre high-quality, because they have their own network. You should listen to the interaction, the respect they are able to conduct when we are in an audit committee meeting with other audit professionals. You can pick it up.*

Furthermore, Case E demonstrated strengths of sourcing appropriate talent from racial groups that were deemed to possess skills, which they believed were in shortage from black people. While the focus of TM was on transformation to 'redress' workforce demographics to allow previously marginalised candidates opportunities in the workplace, the TM plan also focused on acquisition of skills from white men as a business imperative. These findings demonstrates that the company valued diversity of skills from various racial groups, as described by Alex below:

*The quality of the people who you get is very, very, very important and hence when you plan your transformation. [The new CEO] on the financial side he took a guy from [another mining company], young Afrikaner guy and who was also an investment banker coming from [bank in the financial sector], so he's got him there to look at acquisitions.*

Several studies show that compliance and expectations from boards to be transparent in terms of recruitment, development and retention of talent had the potential to promote gender equality (Carroll, 2014; Rhode & Packel, 2014). As the next quote suggests, transparency and legislator influence kept the company on its toes:

*As part of your annual reporting especially, you have to account for your boardroom composition from a race perspective, gender, skill set or skills mix, so it's a requirement of King [codes] of Good Corporate Governance, of the BEE codes, so it's always a topical issue. (Helen)*

Owing to the slow rate of female representation on boards (Bianco et al., 2015; Boulouta, 2013; Mathisen et al., 2013; Terjesen et al., 2009), the women interviewed in this case valued quotas legislation as prescribed by the Mining Charter. Specifically black women valued quotas, which they regarded as enabling opportunities from which

they would be restricted due to South Africa's previous and current political system that still protects inequality. Phillips (1995:82) defends female quotas on the grounds that "gender parity is one minimal condition for transforming the political agenda" in such a way that "challenges the social arrangements which have systematically placed women in a subordinate position". Therefore, quotas change the structural properties of power and its distribution (Kogut et al., 2014) and ensure the political symbol of subjugated groups (women) who have access to opportunities for societal good (Browne, 2014). As a way to end damaging and unjustified imbalance, advocates for quotas regard them as a method to facilitate more representation of talented WoB (Choudhury, 2014; Isidro & Sobral, 2015). Recent research shows that gender quota laws force firms to respond quickly to identify, develop, promote and retain suitable female talent for boards (Allemand et al., 2015; Terjesen et al., 2015). Women were grateful that quotas enhanced redress given the historical effect of colonisation and apartheid in South Africa:

*The use of quotas forces people to include those that were previously disadvantaged. Whether those quotas are manipulated or not is another issue, but for me as a concept I think it is very important. Otherwise, some of us would never have gotten a chance. We would never have known our strengths. We would never have known ... that alternative career path. You probably would never know yourself fully because you were not put in that environment. (Helen)*

*Unfortunately, this is in a country where until something is almost legislated it does not happen. We've seen BEE, we've seen other things. If people are not given a choice, change does not come naturally. So I do believe in quotas. I think it's a good way of fostering change. In fact if you look at our own history as a country, if you follow just the history before 1994, certain things were implemented because of the very same quota system. So it is my belief that up until the time when we can say the playing fields are level, we still need certain legislation to force these changes. (Daisy)*

While being cognisant of the need to redress inequalities, my respondents (both genders) placed strong emphasis on appointing suitably experienced and qualified people rather than being fixated on the numbers.

*I'm honestly not that dogmatic about quotas. I think there should be guidelines and not forced quotas because quality is very, very important. Quality is very, very important. (Alex)*

*Obviously within that quota system, we would want to make sure that we still get people*

*that are able and capable. We don't want to just take any black face and make him or her a non-executive director when she doesn't have the appropriate skills. (Daisy)*

*I actually don't believe in getting a person because of the person's gender. I believe in getting a person because of the qualities of the person. (Kevin)*

Deliberate strategy approaches taken by the company in terms of TM supported both the business and moral case, which promoted inclusive TM.

### ***Entrenched old boys culture***

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Although Case E had a direct focus on transformation, the male-dominated culture was still ingrained as an old boys club, which contradicted some of Alex's assertions that women added valuable contributions. Consistent with social identity theory, stating that the talent of women may not always be valued, Helen explained the continued resistance from men of female critique, especially from black women, which she related to the cultural domination of men, not only white but also black men.

*Those guys have been in that industry for 50 years and they feel there's nothing you can tell them.*

Moore (1988) views the resistance to women ideas as 'the invisible woman syndrome', which suggests that women persist to be 'outsiders on the inside' (Moore, 1988). I found the suggestion in the literature as inaccurate, namely that the old boys club is inclined to ignore the viewpoints of a woman when only one woman sits on a board, because she is perceived as a token (Jia & Zhang, 2013; Konrad et al., 2008; Torchia et al., 2011). With five women on the board of Case E, suggesting that the critical mass was met and exceeded, it was alarming that women reported resistance of their viewpoints. In fact, contrary to Ellwood and Garcia-Lacalle (2015), who argue that a significant representation of women (three or more) strengthens male directors' perceptions that the women were recruited for their talent rather than their gender, this case analysis showed that even with more female representation gender stereotypes persisted in terms of the voices of women. These gender stereotypes, as demonstrated in the quotation below, relate to expectations that categorise women based on their socially identified gender (Barker, 2012), but also on cultural expectations that prolong inequality. I also established that the old boys club does not only necessarily mean

white men, but black men too. The majority of the male members of Case E were black, suggesting that even black men do not value the membership of women.

*In a mining space, it is a boys club, pale male boys club. Sometimes it is difficult for them to accept they are wrong coming from a black woman who is not a miner, so it has been quite a journey. There are a lots of dynamics at play, so you'd understand that culturally or by practice most men who are at those levels have stay-at-home wives and some of them are probably abusive to their wives, maybe emotionally or mentally or whatever, so they don't have a strong opinion of women and the workplace supports that because the workplace is male. (Helen)*

Although the previous theme focused on a deliberate recruitment strategy that focused on sourcing the appropriate talent from women, women remained voiceless and their opinions disregarded. Furthermore, the talent that was recruited proved to be redundant, as the women still faced cultural stereotypes that rendered them useless.

### **Male and black women insecurities**

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Dealing with transformation specifically involves dealing with the transformation of the mindsets of the organisation or the people within it (Moraka, 2013). All men in this case, regardless of race, showed various insecurities. Daisy described that men had a habit of becoming defensive, were threatened by (black) women and felt that they needed to protect their positions. As such, black women regarded themselves as a target of these insecurities, and moreover felt that black women were viewed as inferior. Contrary to Stromquist (1990), who uses the inferiority theory, namely that women as the inferior gender have to obtain more education and skills than men in order to compete on an equal footing, black women felt that they were placed in an inferior position by men (who were insecure), regardless of their skills and education.

*The natural thing that happens with them [men] is that they think you [women] want to outsmart them. Number two they think that you are a threat. You are a black woman, you are a female and obviously some of them do not value you and that is no different to African males. (Daisy)*

Inferiority complex from black directors (men and women) was also an important finding in this case analysis. Kevin, a black male director, commented with utter disappointment that, generally speaking, black directors, regardless of gender, feared

to challenge white board members in board meetings. According to Kevin, this demonstrated a lack of integrity or authenticity by black board members to exercise their board duty to be independent and to protect the interests of the company.

*There's also a general black people tendency when they are sitting in boards of [not] being honest. Okay. Of sitting in a board, agree with what has been said in the board, but when they are outside, they say but that thing is not right. Then I start asking but why didn't you pick it up there and say, there's [a] tendency, it's more common in black people than white people. Most white people will not go with something that they do not believe in, in the meeting itself rather than waiting to be outside and then talking about it outside. It is generally, I am generalising, I am not specific.*

Like Kevin, Helen also noted the existence of an inferiority complex, which I believe is caused by a triple oppression status, specifically among black women because of the male-dominated culture to which they are exposed and being constructed as an inferior identity. This is in line with the social identity theory that being regarded as tokens, female directors (black in this case) may feel uncomfortable and isolated, with low self-confidence. Her remarks are valuable, as they provided an understanding of the psychological inferiority mindset of most black female directors, which Helen endured.

*You also come from an environment that was oppressive to women. African culture is not supportive of strong women. Now an Afrikaner who you have never dealt with in your life, did not go to school with them, you have never seen them as your equals. They were always above you, now you come to a work environment and you are supposed to – how are you supposed to deal with that.*

The above quotations signals serious challenges facing black WoB, the psychological barrier of self-doubt, and doubt from peers, who do not only include white peers, but black peers too. The case analysis of TM on this board shows that although women and other marginalised groups (black people) are represented on board level, several stereotypes existed, which included not just organisational bias, but also individual bias (insecurities).

#### **E.4 RECRUITMENT OF DIRECTORS**

The thematic analysis revealed the following themes: (1) network- and referrals-based recruitment and (2) business case for WoB.

## **Network- and referrals-based recruitment**

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Findings on recruitment through networks in Case E corresponded with literature, that dense networks of the old boys club influence the recruitment process (Gregoric et al., 2017; McDonald & Westphal, 2003; Perrault, 2015; Sorenson & Stuart, 2008). Daisy described that the norm was that CEOs and chairpersons (referring to men) of mining companies discuss appointment of women to boards within their networks and through telephone calls. Also found in previous cases, and as can be seen from the quotations below, the relationships of CEOs and board chairs in the industry were corroborated through communication and intensified information sharing between actors in a network (Ibarra, 1995; Perrault, 2015; Sorenson & Stuart, 2008). These actions discriminated against other women who were not exposed to networks in the mining industry or who did not form part of the networks of CEOs and board chairs. Therefore, although power seemed to be assigned to women when they were appointed on boards, the power still remained in men in terms of whom and which women should serve on boards, consistent with the upper echelon theory that TM relies on who holds power. This implies that the networks of men still heavily influence the recruitment of WoB, and this is a highly secretive and untransparent exercise, as suggested in King IV. Daisy and Helen described how recommendations and networks play a critical role in board appointments as seen in the quotes below:

*It's a boys' club, you get recommended by somebody because they are sitting somewhere and somebody says you know what, actually we need female representation. They know each other as CEOs in the industry. They know each other as chairpersons in the industry. They call each other. They say, 'who do you have on your board? I've got 1, 2 ...' But if they call each other and he says that's a good woman, you need that woman in your board. You see, now you have somebody giving you a reference and you don't even know about it. (Daisy)*

*It's mainly about your reputation in the market, who knows you, who can vouch for you, what kind of skills are they looking for, what kind of personality are you. (Helen)*

Most respondents, such as Daisy and Helen confirmed that men controlled the recruitment process in such a way that by the time the board sets up an interview with a prospective candidate for board appointment, they have already decided on you.

*I'm yet to hear somebody who says they were thoroughly grilled or they went to a formal*

*interview in the private sector. It may be called an interview, but my experience has been by the time they call you, they have already made up their mind about you. (Daisy)*

*Women on boards, we come with a little bit of an advantage, because someone referred you, someone, you know, you are taken seriously because of a level that you come in at. I guess the people who nominated me knew that I can step up to the plate, so it really has been, it's been a great, it's been great exposure, but you do suffer the consequences of being a young black female in those boards. (Helen)*

The consequence of a referrals-based recruitment to boards is that boards are disposed to rotate the same women and men in the industry. I observed in the JSE handbook that the same names appear in different boards, regardless of gender. The *Financial Times* refers to women with multiple board memberships as 'golden skirts' or 'trophy directors', according to Branson's (2007) director categorisation, creating networks for these women explained by Helen below:

*It's a boys' club. Once you are in, you would notice something about boards and stuff like that, they rotate almost the same people, especially women. You find that a woman sits on more than five or ten boards because once they think that you are it, you are in.*

An analysis of the profiles of the women interviewed in Case E showed that they sat on more than three boards. For example, the respondents and Helen herself affirmed that she was a highly networked woman and even referred to her association with the most powerful businesspersons and politicians in the country. In line with Hawarden (2010), it is clear that being a female 'trophy' director is a symbol of great merit in the global business world.

*I've got a lot of people who I can call on for different things. I have got access to all these people that I wouldn't otherwise do if I was sitting somewhere in an office. (Helen)*

Branson (2007) recommends that a 'trophy' director should be labelled a 'golden token', as the trophy director can provide access to other resources. As per resource-dependence theory, boards have the significant purpose of enabling access to resources that are vital for the organisation (Hillman & Dalziel, 2003; Johnson et al., 1996; Pfeffer, 1972; Pfeffer & Salancik, 1978). It appeared to me that Helen was appointed also because of the access to networks she brought with her, again disadvantaging women with fewer or no networks. Yet, her voice was silenced despite the network she brought. According to literature, women who are independent directors

can bring diverse perspectives from their own networks and also bring non-traditional styles to problem solving and improving the quality of strategic decision making (Daily & Dalton, 2003; Forbes & Milliken, 1999; Hillman et al., 2002; Robinson & Dechant, 1997). My analysis shows that Helen's network was the most valuable skill set she brought to the table, but not her contribution to board decisions and problem solving, as suggested above. From the quotes below women (Kate and Daisy) described the value of networks:

*Network, because now you want to get tenders, you want to do this so you need someone that's got networks, that's the person I want on my board. (Kate)*

*At board level you are not only bringing your experience, you are also bringing your network. I'm talking about those kind of networks, that you are able to use your own networks for the better of the company. So they consider those things as well. (Daisy)*

This is precisely what the respondents believed women brought to the board, such as access to other networks. It is therefore questionable that the appointment of networked women is a way of accessing other networks, but not their value, as some of these women reported that their contribution was not valued.

### **Business case for WoB**

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Long-standing views on the economic benefits of having WoB have been widely documented and like other views (Isidro & Sobral, 2015), an analysis of this company suggest that gender discrimination of WoB is economically suboptimal. While, the real recruitment of women on the board of Case E is questionable due to some contributions ignored, some women were reported to add value to the company, being a business imperative. A typical example of women's capability is what Alex highlighted in the next comment, whereby a woman saved the company from a major tax liability.

*The other guy could not fix it. The Afrikaner guy could not fix it. She fixed it within a couple of months, six to eight months' time. There was a tax liability, which was supposed to be humongous. She got it sorted out and settled ... [the women in our board people (other male directors) talk about them] in a positive manner and they want to steal them so I threaten them. [Women] can kick butt better. They won't just give in quickly and they are doing a good job in that respect.*



In line with literature, these findings serve to argue that female representation should be viewed as a business imperative, which may positively affect financial performance (Campbell & Mínguez-Vera, 2008; Hillman & Dalziel, 2003; Huse et al., 2009).

## **E.5 TRAINING AND DEVELOPMENT OF DIRECTORS**

From the thematic analysis of this framework, one theme emerged: (1) self-initiated training, but contested sometimes.

### ***Self-initiated training, but contested sometimes***

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The majority of my respondents highlighted that most training needs were self-initiated, and the Institute of Directors appeared to be the most preferred institute for director training and development.

While the women in this case reported to have benefited from training, other concerns brought forward were that sometimes training needs were contested, such as attending the popular Mining Indaba. Among many prospects, the Mining Indaba provides opportunities for directors to network and obtain access to influential people in the industry. Kevin stated that some board members had the tendency to abuse the training and development opportunities made available by the company:

*I've got the situation where the board members fight management because they want to go to [the] Mining Indaba. They are not management, they are executives, non-execs, why should they go to [the] Mining Indaba? If they want to go to [the] Mining Indaba, they must pay from their own pockets to go there. We have got a situation like that where people are there to profit themselves rather than to help the institution.*

The contestation of opportunities to attend conferences such as the Mining Indaba limits network opportunities for women. Hawarden (2010) states that networks link into pools of social capital. Through their mix of competencies and connections, directors add value to board's governance processes (Hawarden, 2010). In addition, women who are not sufficiently powerful in their social networks may not be able to break up the old boys club (Kogust et al., 2014). Consequently, the limitations of training opportunities may isolate and exclude women from networks where socialisation takes place (Gustafson, 2008). This finding demonstrates the perpetuation of inequalities and is in line with the token theory, that women are excluded from social interactions

outside the boardroom (Elstad & Ladegard, 2012), which reinforces the old boys club theory.

Inequality is further extended whereby women perform dual roles, as they apply their technical skills and socially constructed skills in line with the social role theory, such as caring for communities, which were not reported from men. Helen and Daisy demonstrated their concern for communities, children and other women, while the men did not.

*We make sure that when they are at school there [are] other support structures. Because it's not just about throwing money and you forget about them. Others come from families where there is nobody. It's just them and their siblings. So they may need a mother or a, you know, just some person to talk about their personal stuff ... the person is thrown into Cape Town for the first time. They are coming from the rural in Limpopo, they have never seen lights. (Daisy)*

*We help bringing a different perspective to how employees are treated, because those employees are women, those employees are mothers. They are single mothers, sisters, especially in a mining space where women are now starting to go underground and work in male, traditional male roles, so you have to be their champion at board level so that their issues are considered and I think especially because you're a black woman, that's your mother. It's closer to home. You know, you've got family members who used to work at mines, so you personalise the thing in how you help their work environment ... But all I can do is help in the little way that I can in the position that I'm at and I think it's a duty for all [women] to do that. (Helen)*

The implications of these quotations are that as a result of women's expression of women gender role stereotypes related to capacity building, women may be equated to gender stereotypical attitudes of supporter or 'follower' roles, as stated by Eagly and Karau (2002) and Furst and Reeves (2008).

## **E.6 RETENTION OF DIRECTORS**

Regarding the retention of board members, disparate findings were made, which range from attractive incentives for retention to a polluted board environment. Five major themes relating to the retention of directors emerged: (1) equal pay, but premiums to retain black female executives, (2) qualities of a board chair, (3) gender role stereotypes, (4) earning the trust of older white (Afrikaans) men, (5) challenges of work-life balance only for women.

## ***Equal pay, but premiums to retain black female executives***

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While several studies report that WoB are not equally paid compared to men (Conyon & Mallin, 1997; Motshegwa, 2013; Singh & Vinnicombe, 2004), the findings in this case report contrary results, suggesting equal pay regardless of gender. This may be attributed to the South African governance setting, which suggests through the King IV Report and former reports that companies need to be transparent in terms of business conduct, including among other things publishing financial statements that detail board members' salaries. Below, Daisy described the equality and transparency of pay between male and female board members.

*The remuneration is on par, there is no payment that you are paid more because you are a male, no. If they are saying the chairperson is earning 100 thousand and all the board members are earning 60, that's what happens, whether you are a male or a female in that you earn that amount because those things are published. So it would be very odd for them to hide them. They won't be able to hide them because they are published by name and then if they say for a chairman of the committee because of how much you earn, your members earn this.*

The findings also suggested that the company in Case E was willing to pay a higher premium to retain women, especially black women, as they are high in demand in the mining sector. While this improves opportunities for black women, token appointments and the existence of trophy directors are likely to be intensified, which limits the opportunity for other black and Indian, coloured and white women to be better represented in the sector. In the quote below, Alex discusses how black women are the preferred candidates in recruitment.

*We are prepared to pay for that if you want to retain them. Otherwise if you have to replace your [female executive] in this sector ... It is becoming gradually better now. There is an influx but their insight into mining, into resources issues, is not necessarily great. The sector is such that if you have a [black executive], he or she is a target of other people from other sectors who want to poach her all the time. It is the thing with female [executives], everybody wants them, [especially because] they are black. (Alex)*

While the premium for retentions was the measures employed to retain black female directors, it was reported as a cause of conflict from some directors. Premiums paid to CEO or financial director women, this caused factionalism among (black) female executives and black female INEDs. According to Kevin's understanding and

interpretation, black women appointed in independent board positions were envious and critical of other female EDs' salaries.

*I've got a general problem with black women in instances where the execs are black women. There seems to be this thing of thinking that another black woman is getting better money than them and is doing less, then what they would do, okay, but I don't know whether is specific to a certain group of women that I've associated with or whether it's a common thing that is there. They tend [to have jealousy] that the execs are earning a lot of money and that they are doing little.*

Helen argued that the remuneration of EDs was not open to critique. She pointed out that her advisory input on director compensation was taken personally and in some instances used against her.

*Sometimes we battle with [issues] when it comes to remuneration. When you are offering a very advisory point, playing an advisory role around how much someone should be paid, then they think it's because you don't want them to get the money. Those are the challenges, then when they are discussing your fee and you are very strong about how you think they should go about determining your fee, then they use that as ammunition to kill you. Unless you've got a very strong chairman of either that REMCO or of the board, it can manifest and then people hold grudges. Then they can't wait to get back [at] you.*

My study found that while Kevin related remuneration conflict in terms of jealousy among black women, Helen related it to an undervaluation of critique from her as a black woman by the board. Helen also reported on a queen bee reinforcement (where the female CEO did not want to be challenged) and stated that black executives wanted to be the only black people on boards.

*Another challenge is that especially with women [executive directors] even men are threatened by you either because they think you want their job because you're so critical, either because they want to be the only black in the room, the only woman in the room, the only whatever because we do have that issue as black people. I think we do have a complex around that, you know, and we kind of take it personal when someone is threatening our territory.*

I invited the female CEO to partake in the study, but she refused to partake after many requests. This I found alarming, because the chair (male) indicated to me that she would be interested in women on mining board topics and conversations. Therefore, it can be deduced that this CEO reinforced the queen bee syndrome. This syndrome is

evident particularly when older WoB dislike younger women and every so often intentionally hold them back (Hawarden, 2010). Below, Helen describes her experience of being disliked by an older woman who she felt was threatened by her:

*Some people can't deal with being challenged. You are either young or a woman or a poor black, it becomes difficult for [an executive director, referring to the female CEO], who is much older than you, who thinks themselves as much more superior than you to take your point. I've had situations where especially women [executive directors] take it very personal when you don't agree with them. I thought we are building here and people forget that it is for the benefit of the company. It's not personal. It's been happening over time. but it kind of, the penny dropped recently. Black women in executive roles, there's a lot of corporate bullying. Somehow they threaten them and all those women, the first thing they want to do is leave. Then I say leave to where? No, to a better company.*

My findings showed that Helen was not supported in her views and was in constant negotiation about her value on this board. According to the quotation above, she felt that the older CEO felt threatened by her and was always pulling her down. She also reported the same resistance from men.

### **Qualities of a board chair**

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Given the issue of remuneration discussed above, which was one the major contribution to board factions, Helen reported that some executives even go an extra mile of lobbying for the support of other members, even the board chair, prior to board meetings.

*Certain members of the board will be lobbied so that when it comes to the forum, it's predetermined. Or they will lobby the chairman. If you have a strong chairman who, especially when they're a shareholder of the business, you know, they would lobby them.*

Although the board of Case E had more female directors than all the other cases, Helen continually yearned for her point to be considered, and these emotional cues deserve some critique. Literature suggests that men view women according to their gender first, before viewing them as their colleagues; as such, female directors face problems of having a voice in the boardroom and expressing their views (Terjesen et al., 2009). This is the same challenges that Helen face. Furthermore, Helen reported on the fruitless role of the critical mass, whereby women fight and men watch. This leads to a situation whereby women remain in conflict with themselves and old boys

network dominate (Carrigan, 2015). Some scholars also perpetuate inequality by suggesting that the critical mass with more women on the board could be detrimental because of more clashes and arguments brought by women (Hillman et al., 2008; Jia & Zhang, 2013). Other authors suggest that the value of the critical mass faces the risk of being disregarded, provided women agree on issues (Nemeth, 1986; Post et al., 2011). It appears in my data that conflict, disagreements and board factions are being associated with female directors, while it has nothing to do with gender. The board chair in Case D and also in the next case, CEO in Case F and emphasised that board disagreements occur regardless of the number of women representation. Helen explain that her board responsibilities drive her contribution to the board even if there are disagreements:

*You do not want to be right, you just want your point to be put across because it is your duty to do that. It must be [put on record] that you had reservations, you agree, or you do not agree. That's the duty you have to the board. So in instances like that, they would just use the dynamics that any board has, either a strong chairman or a weak chairman, factionalism or together.*

While various authors suggest that as women increase in numbers on boards, they feel free to give inputs and become more assertive (Bear et al., 2010; Konrad et al., 2008; Kramer et al., 2006), my finding was that their voice only become stronger if the majority of women agreed on similar issues; however, their views were still not taken into consideration, which means that women are merely taken as tokens – consistent with tokenism theory. Accordingly, Kevin and Helen (who demonstrated varying opinions on the remuneration of black female directors) stated that the board requires a strong chairperson who will manage varying opinions and factionalism on boards.

*Unless you've got a very strong chairman of either [Remuneration Committee] of the board it can manifest and then people hold grudges. Then they can't wait to get back [at] you.  
(Helen)*

*I would say the chairperson makes ... a board. If you have a good chairperson, that board is going to be good. But if you have got a useless chairperson, that board is going to be useless. The chairperson of the board is the most critical person and the second important thing is the relationship between the CEO and the chairperson. If you've got a chairperson who is good, the CEO is going to respect that person and then you have a good company. But if you have a CEO, a chairperson who is useless, the CEO cannot respect the useless person if it's a good CEO and he'll tell him in front of everybody that you are*

*useless. (Kevin)*

Board factions and disagreements are common in boards, but I found that they are being intersected with race and gender. Therefore, the ability of the board chair to manage differing viewpoints and ensure that each point is taken into consideration is important.

### **Gender role stereotypes**

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As can be ascertained from the discussion above, gender and racial stereotypes confronted the majority of my respondents. Kate reported that most men on boards degraded women to a submissive role, placing them in kitchens rather than professional roles, and placed men in dominant roles (see Barker, 2012).

*The woman is either the cleaner or the PA. They have never, and it is not their fault, they have just never experienced a woman in power or in position. They tend to think we're good for HR and other, not in a technical role, not in a mining engineering role, not in an accounting role, not in a legal role. (Kate)*

Helen was a qualified CA, but still experienced oppression to exercise her skills and her voice was powerless. These findings suggest that even though women break the glass ceiling, they face another layer of men in boards, remain voiceless and are expected to be in a submissive role, while men have the freedom to exercise their power which is in line with others (Motshegwa, 2013; Eagly, 1987). Therefore, Helen's assertiveness appeared to be an undesired quality, as it was considered outside social role expectation as described by the following authors in literature (McEldowney, Bobrowski, & Gramberg, 2009). It also appeared that there is a fine line between assertiveness and aggressiveness. This is confirmed by the comment from Daisy, who suggested that being aggressive could count against the female director and would not be a desirable act:

*Your personality as well I think comes into play. I mean if you are one of those people with a brash personality, you are always fighting with people, because remember it's a boys' club, but people talk about you. So if [the recommender] phones [your colleague] and say how is she, oh that one it's fireworks all the time. Somebody might just ... I don't want the drama.*

Daisy's comment above suggests that men and women associate women with stereotypical behaviours; as such, being assertive may be considered aggressive. This finding confirms that of various authors (Cotterill et al., 2007; Eagly & Karau, 2002; Heilman et al., 2004) that women are deferred to a 'double-bind' situation whereby any behavioural attribute may be evaluated negatively. This perpetuates inequality, because men can demonstrate behaviours of any kind without negative evaluation.

### ***Earning the trust of older white (Afrikaans) men***

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This theme points out that black women felt that they had to earn the trust of men because of how they were mistreated. To earn the trust of men, women felt that it should be done in a manner in which white men do not feel intimidated. Often this means being careful of what they say and how they say it, coupled with their behaviour and attitudes, leading women to compromise as described by Kate, Helen, Daisy below:

*It's not even men [of all races]. Old, older people, older white men they – I think you have to earn their trust, Older white men, you need to earn their trust because don't forget you're coming as [a black woman]. It's like you might be threatening their space, but they take that, they know better, they've been around, they have got the experience, so who are you to come and make a contribution that is valuable? So you have to continuously, you have to start, you're starting from [proving yourself from zero]. You start to earn your points to a point where when you make your input, they start to listen without questioning the content and the background. Over time you are proving them wrong, so that then next time when you make your view, they don't oppose. They can oppose but they don't negatively engage with you. (Kate)*

*Because can you imagine at 70, now you have to listen to this young thing. (Helen)*

*Let me tell you about white people, especially Afrikaners in particular. Afrikaner males and I don't know about women, I have not really dealt much with them. Afrikaner males, it's either they like you or they don't like you. Once they've thought you make sense to them and they like you, they value your input. Especially in these organisations where you still see a lot of white males. If you can't make it on one believe you me you won't go far, because they talk. In fact, they can't wait to get rid of you and then that's the end of you. You have to strike that cord with them. So it's either you strike it or you don't strike it. ... because first of all you must dispel this myth that they ... the natural thing that happens with them is that they think you want to outsmart them. Number 2 they think that you're a threat. You are black and you are female, and obviously some of them don't value you and that is no different to African males. But once you've crossed almost that Rubicon where*



*they don't see you as a woman, they see you as a man, because for them they must see you as a man, then they will respect you. (Daisy)*

Linked to the above discussion is that racism remains a challenge facing boards in the mining sector. As a result, there is a high turnover of black people in the mining sector, as the culture still regards black people and women as unequal, and Helen explains this clearly below:

*I tend to be affected by the race more than gender, but I think for me it's more about my personality. If I feel that my points are not [considered] – or you as a person are just not taken seriously. Then what's the point? Because you still have, you know, the legal liability. By the way, results in white companies saying they can't find black people. Black people leave, they don't stay because of these things. They manage people out.*

*You're an academic so I don't know how you can help in starting to bring it to the fore. Because not all of us come from environments where we dealt with white people as peers. People go for cover, especially in a public space, because it's political. It's got all sorts of agendas. It's rough. How do women survive that? Because that is one of the stumbling blocks and why you don't see enough women, because not all of us have the personality. Not all of us come from the same schools, from the same upbringing; from the same background. Remember, white people are comfortable with people who can speak English well, who can blend into their culture.*

It is confirmed by the comments made by Helen that the behaviour of women lead to a double-bind situation for female directors, because any position they take can lead to negative or positive evaluations of their contribution (Coterril et al., 2007; Eagly & Karau, 2002; Heilman et al., 2004). Therefore, black women have to constantly break social barriers because of gender stereotyping (Elstad & Ladegard, 2012). Helen explained that women and black people are few on boards because most black women lack the personality to understand the boardroom culture, what roles they should play and how they should conduct themselves, thereby affecting their confidence, specifically in dealing with white men in boardrooms. Kakabadse et al. (2015) point out that women tend to remain friendly and supportive due to a fear of marginalisation, while men are allowed to show assertiveness in the absence of such a group threat. Consequently, female directors are evaluated negatively (Ryan et al., 2011). This research shows that female directors, especially in the black racial group, lack confidence to challenge white colleagues and often feel the need for their approval. As

such, Helen hoped that this research would give black women a voice on how to deal with members of another race.

### ***Challenges of work-life management only for women***

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A study by Burgess and Tharenou (2000) established that directors who hold multiple directorships or show 'high visibility' are preferred for the networks and the experience they bring in the boardroom. Therefore, director rotation is inevitable, resulting in women holding more than three board memberships referred to as 'trophy directors' (Branson, 2007). Due to high visibility, the women interviewed indicated negative effects in terms of managing work and life, while men who chose limited board membership experienced minimal challenges. The realities of women in this case are similar for women in other cases, which involved challenges of balancing work, life and family responsibilities like Kate and Daisy.

*I don't have time, I'm married. I've got three kids and there are board strategies that need to be attended the Friday evening coming back Sunday, and sometimes it gets hard because you are a married woman, so you have to balance that. (Kate)*

*He's now at school until 5. Between 5 and 8 is our time watching Popeye and all those things, [doing] things that don't make sense. Then watching the Jim-Jams and the bunnies and whatever else that is on TV that he wants to watch. Then I put him to bed. Then I resume my daily duties. So it does affect your family. (Daisy)*

However, these women reported that spousal support is critical in order to attempt to balance family responsibilities and a career:

*I have a very supportive husband; he completely supports my career, completely. (Helen)*

*It has to be a strong family support and a strong, understanding husband. Otherwise some of these things wouldn't be happening. It's hard. (Kate)*

Men in this case (Kevin and Alex) reported on minimising the number of boards they sit in and suggested that board members should manage their private life and limit the number of functions or occasions they attend.

*Currently, [this company] is the only listed company that I'm participating in and I'm avoiding getting into other companies. I've been approached by other people in the mining sector, but so far I've refused. (Kevin)*

*I'm a [very] private person so I know a lot of people, but I stay away. You won't see me at a function. You won't see me all over these functions. (Alex)*

Balancing careers for women still poses challenges because of the social role expectations of family responsibilities, but also because of serving in multiple boards leaves them with limited time.

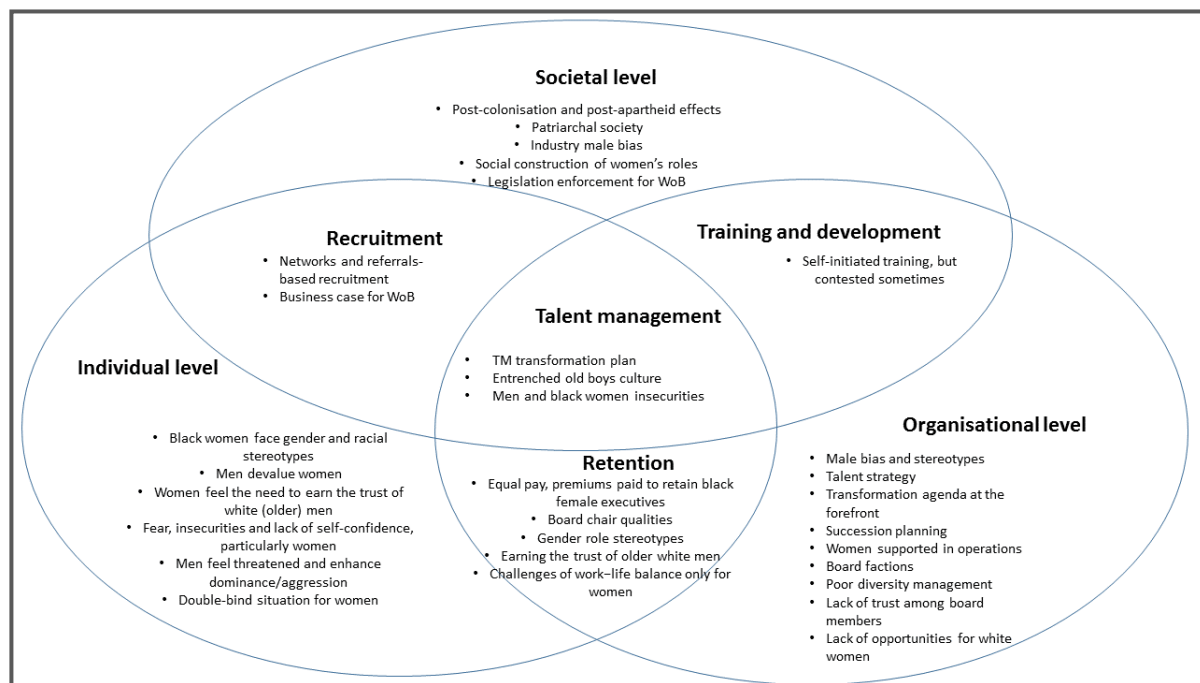
## E.7 CONCLUSION

Table 7.3 provides a summary of the assessment and a breakdown of the case analysis for Case E through aspects of the framework utilised, and presents a category of thematic analysis into either positive or negative constructs in terms of the notion of the TM framework.

**Table 7.3: Talent management Case E**

Framework	Main themes	Synopsis: Positive	Synopsis: Negative
Talent management	<ul style="list-style-type: none"> <li>Talent management transformation plan</li> <li>Entrenched old boys culture</li> <li>Men and black women insecurities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Aligned transformation and talent management</li> <li>✓ Experienced white directors deployed in strategic positions</li> </ul>	<ul style="list-style-type: none"> <li>No education on how to deal with diversity (emotive gestures)</li> <li>Insecurities, fear and disorientation</li> <li>Black women are silenced</li> <li>No white female representation on the board</li> <li>Board factions</li> </ul>
Recruitment	<ul style="list-style-type: none"> <li>Networks- and referrals-based recruitment</li> <li>Business case for WoB</li> </ul>	<ul style="list-style-type: none"> <li>✓ Clear strategy for gender representation, taking care of performance needs of the organisation</li> <li>✓ Women bring own networks</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment process not 'open' for other candidates who do not have networks</li> <li>Intensifying existence of trophy directors</li> </ul>
Training and development	<ul style="list-style-type: none"> <li>Self-initiated training, but contested sometimes</li> </ul>	<ul style="list-style-type: none"> <li>✓ Value of training is embraced</li> <li>✓ Board training enhances the skills of board members to effectively contribute</li> </ul>	<ul style="list-style-type: none"> <li>Black women's confidence needs attention</li> <li>Contestation of training limits network opportunities for women, reinforces old boys networks</li> <li>Diversity management needs attention</li> <li>Perceived queen bee attitudes reinforce inequalities</li> </ul>
Retention	<ul style="list-style-type: none"> <li>Equal pay, but premiums to retain black women executives</li> <li>Board chair qualities</li> <li>Gender role stereotypes</li> <li>Earning the trust of older white (Afrikaans) men</li> <li>Challenges of work and life balance only for women</li> </ul>	<ul style="list-style-type: none"> <li>✓ The company benefits from a retention strategy (paying premiums for executives), low turnover of insiders (executives)</li> </ul>	<ul style="list-style-type: none"> <li>Tensions and clashes</li> <li>Lack of trust</li> <li>Gender and racial stereotypes devalue the benefits of WoB</li> <li>Trophy directors are negatively affected by too many board commitments</li> <li>Work and life management affects women</li> </ul>

Figure 7.1 provides a summary of the assessment of themes and a breakdown of the Case E analysis through the meso-level approach of TM in the context of societal, individual and organisational levels.



**Figure 7.1: Meso-level analysis: Case E**

Case E is categorised as a company that understands why women should be appointed in board positions. It integrates both the moral obligation and the business case through its board transformation strategy by appointing suitably qualified women from minority groups, especially black women. However, women remain voiceless and denied the freedom to express their inputs in board discussions. Through training and development initiatives, the company invests in the talent of board members and has reported benefits from female director membership, although some training initiatives are contested, as they are meant to limit women's access to networks. The case company faces various challenges regarding managing diversity in terms of race, gender and class. The old boys culture, perceived queen bee attitudes from the female CEO as well as gender and racial stereotyping attitudes contribute to tensions and clashes in the boardroom. Using Adams et al. (2014) typology of boards, Case E is defined as a progressive board (more than five female directors on the board), but only on one basis, namely that the board structure has a critical mass of female directors who are employed based on their qualities and competencies, although these are not always appreciated. It appears that a comprehensive TM framework that includes education on how to embrace gender difference on board is necessary. However, the case company shows commitment to transformation and is nurturing its internal talent, although not for boards, as the recruitment for boards is network-based.

In light of the analysis performed on this organisation and the good representation of women on this board, Case E is defined as a support case in the overview of TM at board level.

**CASE F**

**F.1 BACKGROUND**

At the time of data collection, this company had four men and four women on its board. By the time of analysis, the board comprised of six men and four women. Three men (one white, one black, one coloured) and two women (one black and one white) granted interviews. A summary of data gathered in the analysis of Case F is presented in Table 7.4

**F.2 APPROACH USED TO COLLECT DATA**

**Table 7.4: Summary of data gathering of Case F**

<b>Data source</b>	<b>Description</b>
Interviews	The five interviews amounted to 172.72 minutes of recording and 112 pages of transcribed interview material.
Field notes	Fields notes documented the main impressions of talent management at board level and my subjective position or the significance of my personhood as a researcher was reported my reflexive journal.
Company documents	Latest annual report (2016/2017). No quotations could be used to supplement the findings from the interviews.

Table 7.5 presents the demographic information of the respondents of Case F as well as a brief interview context emanating from the field notes and my reflective journal notes on each interview.

**Table 7.5: Demographic information of respondents and interview context (F)**

Interviewee, primary document number	Position and gender	Pseudonym	Interview context (from field notes and reflective journal)
1;1	Independent non-executive chairman, female	Hazel	<p>The interview with Hazel was the last I conducted for Case F, took place at her office on a late afternoon and was one of the shortest interviews I conducted, namely 35 minutes. She had a meeting before and after our interview and I could sense that she wanted to give me relevant and straightforward answers. Although the interview was short, Hazel covered issues on TM at board level comprehensively and confirmed many responses obtained from her colleagues. She also emphasised other issues. Hazel displayed confidence and pride in her company's state of transformation. She stated that women held all the critical board committee chairs and all made a good contribution. Hazel believed that she set the tone for the empowerment of women and that she was driving the transformation agenda. On two occasions when I was asking questions she said the problem is that I chose the wrong company to interview. By that she implied that my data collection was set to expose companies with no representation on boards. This suggests that sometimes respondents might think that researchers want to expose the company, and this may influence the data.</p>
2;2	CEO, male	Owen	<p>The interview with Owen took place at a boardroom at the company premises of Case F. Owen said that his view regarding WoB was a radical one. He demonstrated his appreciation for women and often reiterated that he does not see gender anymore and that he viewed women as his equals. Owen seemed to appreciate the leadership style of the board chair (Hazel), which he believed is about empowering women. Owen further shared that although at board level there was equal treatment of directors and that women dominated discussions, at operational levels, the culture was still chauvinistic, with male attitudes that devalued the existence of women in the mining sector, especially underground.</p>
3;3	INED, male	Blake	<p>The interview with Blake took place at a boardroom at the premises of the company. Blake revealed that the board previously had a younger black woman who was requested by the chair of the nomination committee (Hazel) to step down due to her non-contribution to the board. Blake described the boardroom</p>



Interviewee, primary document number	Position and gender	Pseudonym	Interview context (from field notes and reflective journal)
			as an intimidating place that required strong candidates who can stand their ground. He also emphasised the need for mentoring, especially young black female candidates, whom he thought needed handholding or programmes to empower them.
4;4	INED, female	Cora	The interview took place at a restaurant that was chosen by Cora. As an experienced board member, Cora shared that the governance landscape has changed in recent times with companies robustly engaging on gender issues. As a white woman and an experienced board member, Cora did not report any stereotypes relating to her class or race in the boardroom, but she did with reference to her gender. Cora discussed how she faced limited board opportunities because of her race, wherein many instances she could not be appointed on a board because the goal of recruitment agencies were to find black women. Although Cora was a seasoned board member she expressed her understanding of the equality case for redressing past injustices, however, I sensed that she was bothered that black women were the most preferred, creating discrimination against other white women. Cora expanded on the role of chairs to expedite transformation, as she believed that women's progression to the boardroom was slow and she was adamant that skills shortage can no longer be an acceptable excuse to justify low representation of WoB.
5;5	INED, male	Eric	I interviewed Eric telephonically because it was the most convenient method to interview him. Eric shared his experience of working with women underground (especially mining engineering graduates). Eric believed that the company was building the pipeline for women to develop in management positions; however, a recurring problem was the high turnover because of poaching by other companies. He reported that the mining occupation in operational areas was still male-dominated and that attitudes and stereotypes were still entrenched and hard to eradicate.

### F.3 TALENT MANAGEMENT

Although the company did not have a gender diversity policy at board level, the commitment to equal opportunities was evident. The thematic analysis revealed the following themes: (1) evolving of WoB dialogue (2) TM at operational and external level and (3) shortage of mining engineers.

#### ***Evolving of WoB dialogue***

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The issue of WoB has received considerable attention as a growing area of research (Sila *et al.*, 2016). Those who contribute to the subject advocate for higher representation of women in the boardroom and the eradication of all-male boards (Luckerrath-Rovers, 2015). Indeed, I found that WoB is also receiving attention of conversations in Case F. Cora expressed deep concern for the slow progress of WoB representation and reported that gender awareness driven by the concern and the willingness to transform boards was receiving attention to curb gender parity. Cora argued that skills shortage can no longer be used as a defence for less representation of WoB:

*I can't believe that there's not enough skills going around or not enough women doing it. But somehow, [the] composition is not great. There's not [enough women representation] but [they are] are enough and [available]. I mean there's no reason why women wouldn't be doing this. It's not as if it's a man's type of job. But [in terms of transformation] I think [its] a step in the right direction, fortunately. It's getting to become more, a little bit more focused on gender because you might have seen it in the listing requirements that the JSE is working on, updating now there's a requirement that companies must set voluntarily targets, transformation and gender targets and then obviously report against that. I think that gender awareness is higher now. But overall the composition is still not wonderful ... it's still very much male-dominated.*

While there was increased attention to and awareness of the need to improve the profiles of boards, in reality my data further showed that women still dealt with challenging stereotypes, as also in the instance with other the cases. The same results are reported in my previous work, which revealed that women face a challenging industry that is inherently sexist and racist (Moraka, 2013; Moraka & Jansen van Rensburg, 2015). According to Eric, women still had to break down the psychological barriers in the boardroom in order to receive respect from men, even in operational



areas such as underground. He reported that women still experienced hostile resistance from men and faced stereotypical behaviours:

*In current boards I'm sure they have to say, they have to deal with the male dominance and I'm sure that's something that you would have to build into, for a programme like that because I'm sure men, whether it's your challenge that they're pretty awful when it comes to dealing with their colleagues, female colleagues.*

Owen explained that the conditions were not favourable for women:

*These boys are rough. They are rough and then they call them [women underground] by their names and they do that and they say all the bad things. Hey, you are a female, get out of this space, you know, and then they give up and say I don't want to work there anymore. But we have got one lady there who is a section manager. She's been around there and she's strong, so there are those who are tough, who stand their ground, but it's not all of them. (Owen)*

According to Cora, one way of removing stereotypical attitudes of men was bringing men into conversations about women issues. My research succeeded in addressing this gap, as men and women were invited to share their views on the topic.

*I'm not saying all of that's wrong, but sometimes we stick to women's groups and have women discuss issues about women and you actually need to open it up and engage with men, because you're always preaching to the converted and unless it becomes less exclusive and women only and you start bringing everybody into the conversation, things won't change. Because men say you want to be treated differently. You want to do things differently and you have women in business ... and some of them make a huge contribution in developing, but I think sometimes, in some of those conversations, because the men aren't involved you don't really get the full vibe and I think that's what we sometimes get wrong as women, you know that fact that we're different. (Cora)*

For this case company, more engagements and better representation of women increased some men's understanding of the importance of women and it appeared that the men were convinced of the value, contribution and difference that women brought to the table, as seen in the following comment:

*We often speak and push for targets to meet for women in mining and things like that. It's definitely, it's not just a topic that the women raise. The men also understand the importance of it. So certainly in the mining space specifically it's a very big and important topic. I think in the other industries also, but mining it seems to get a lot of attention. (Cora)*

However, according to Owen, women were the ones typically pushing for representation and empowerment of women more than men do. Owen suggested that men were not thoughtful about female empowerment agendas as women were:

*When coming to women empowerment, particularly our female directors are very strong on that, on women empowerment, which is fine because men tend to ignore this thing. We [do not face consequences][for] not to [being] very sensitive [of gender equality]. We are not negative but we are not very sensitive to women empowerment. It's easy for me to go and employ a guy when I could have done a little bit more work to find a woman and balance that. (Owen)*

Indeed, the evolution of WoB as a topic for research is receiving considerable dialogue, but with little change of stereotypes and negative attitudes towards women. My data show that effectual change need not be just women's agenda, but should rather be recognised as a business imperative.

### ***TM at operational and external level***

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As previously pointed out, several authors report that better female representation on boards would be increased if companies were compelled to be transparent in terms of retention, recruitment and promotion (TM) at board level (Carroll, 2014; Rhode & Packel, 2014). This implies establishing a talent development plan that specifies how organisations will recruit, retain and develop their female talent at different levels (Dewi & Rachmawati, 2014; Garcea et al., 2011). My data for this case show that the TM programme was not focused on WoB, but on operational levels, starting underground. The overall assumption was that board members were already capable to operate at board level with no necessity for training. Eric explains the importance of TM in operational levels, particularly focussing on training:

*What happens at talent management and it starts on the mine where they have, what they call their conversations ... the graduates in particular, actually from a young age. You have the normal discussions, the things where they end up doing performance appraisals. They are identified, looked after, the ones that need attention, get attention. The ones that need moving around get moved around to the extent that we're able to do it. But it's a pretty standard process. Ja, not taken lightly. We also managed to get a whole lot of specifically women mining graduates from the universities and the ones who haven't been awarded bursaries and employed a number of them. They know how to use the equipment, I suppose they don't have the testosterone problem and they get on with it. They do good*

*jobs. Take them underground, take them to the concentrator, down the shaft, down a vertical shaft, they learn about the terminology, they see the pictures so they get to feel it as well. (Eric)*

While it is commendable from the quotations above that TM occurred at operational levels with graduates, the company recruited directors from outside the organisation, implying that women were still barred from reaching leadership positions. I argue that this invisible barrier, the glass ceiling, hinders the development of women and this is consistent with agency theory, which views the talent of women as better monitors. Ramahlo (2014) states that it was typical that women in mining face the 'glass ceiling', leading to their inability to reach higher levels. Other authors argue that female directors who can pass through the glass ceiling and enter a masculine environment take greater risks and responsibilities in leadership positions than most women (Ryan & Haslam, 2007; Sun et al., 2015) because they should be ready to deal with resistant attitudes and negative stereotypes.

The data further highlighted the external TM focus on graduates, whereby bursaries are awarded to qualifying graduates who are then recruited within the company. However, a persistent problem was the inability to retain graduates, as they are poached by other companies. Particularly mining engineers seemed to be attractive to banks due to their analytical skills, and therefore, according to Owen, these graduates deem the banking environment as a suitable career option. In my master's research I found that graduates did not consider mining as a suitable career option due to its intensive labour requirement and male-dominated environment with stereotypical attitudes (Moraka, 2013). As confirmed in Eric's comment below, Thompson (2015) also suggests that women engineers specifically quit because of men's negative attitudes.

*Look we're certainly aware of our imbalance in gender. We have four villages around us. We have, have to be aware of whom we get from there and who we send to university and who we recruit. So that also plays a big part and if you haven't got any female graduates from that part of the world you have to go out to get them and some might be happy there, some might say look [at] the bright lights, and the banking scenes are better for me and leave us. (Eric)*

Although no gender diversity policy existed at board level, TM occurred at operational levels. The downside is that there is a high turnover of talent in the mining industry,

whereby there is competition of talent, specifically among mining engineers, which forms the basis of the next theme.

### **Shortage of mining engineers**

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My data showed that a mining engineering qualification is desirable to enter the mining industry and often boards look for women with technical experience. According to Owen, a shortage of women with mining industry experience still poses challenges for women to enter the industry. In my previous study conducted in the South African mining industry, analysing demographic and career profiles of 506 male and female directors, I established that a large proportion of directors were in possession of an engineering degree, of which men accounted for the majority at 96%. Most female directors (34.9%) possessed qualifications in finance, 19% held law degrees, 11.1% possessed arts degrees and 9.5% of female directors possessed economics qualifications (Moraka, 2013). The recent results from the current profile of JSE-listed mining companies show similar results, namely at only five women possessed engineering qualifications compared to 105 men. However, women are increasingly obtaining qualifications in engineering fields (ECSA, 2017). It is also imperative to acknowledge that from a South African historical context of patriarchy in the labour system, occupations such as engineering, law and higher education were reserved for white men. Black women were intentionally streamed to other occupations, with other jobs – mostly administrative were reserved for white women (Singer, 2002). Laws were used to restrict women from mining (Benya, 2009; Ranchod, 2001). From this background, although the pool of women in mining engineering and finance is increasing, they are also in high demand not only in mining, but also in banking. Therefore, women can be appointed from the fields where they are available, such as law, finance and business, while companies are developing and nurturing female talent in technical areas such as mining engineering. Below, Owen and Eric explain the importance and shortage of mining engineering qualification.

*In our industry it's always going to be very difficult to find woman, mostly because of historical things and the nature of the industry itself. It's a very rough industry, it's mining, and we know that historically even today we've got very few females taking mining engineering ... we have got very, very good females in metallurgy and processing and very good in geology, very good ones. But we struggle with female candidates for mining*

*engineering. If we find one and she's that good, they don't last because they get poached, they get poached, head hunted, especially [by] the banks. The banks take them in corporate finance and project finance. They take them because in that division you need somebody with technical skills. I don't know how many good women we have trained and they just disappeared. They still leave, ja. So that's why, so it's always difficult to recruit women in this, but in corporate office like in, your CAs, your finance, it's not a problem. HR is not a problem or [if] you want to find a process geologist, it's fine. (Owen)*

*I think you must also you know we are specifically looking at the mining engineering discipline. The universities only started producing women graduates about six, seven years ago and they weren't a lot. Compared to today, where, where they really are turning out a lot of women, so, ja, so the pickings were meagre in the beginning, but I think as time goes forward you're going to get a good crop to be able to choose from. ... I see it with registrations in the engineering council, more and more and more. So we had, we initially had one and then she went off to, I'm sure she was from Sweden, she went off to Sweden again, so we had none and then we got one, and then we got two and I think we're sitting with seven or eight registered mining engineers now. (Eric)*

While my respondents suggest that women in mining engineering fields are still few in number, the BoD requires a mixture and diversity of directors in terms of skills, background, race, age and gender (in accordance with King IV). Therefore, women can be recruited in fields in which where they are sufficiently available, such as finance, law and business, yet this remains problematic for many mining companies.

## **F.4 RECRUITMENT OF DIRECTORS**

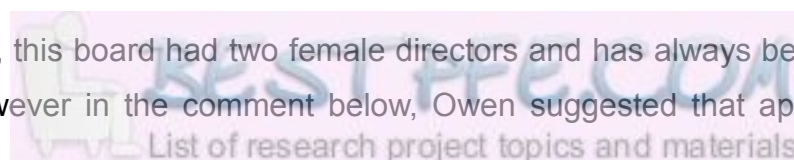
The thematic analysis revealed the following themes: (1) inclusive and value-based recruitment, (2) networks and director recycling, (3) empathy and ethics and (4) board chair drives the recruitment (of women).

### ***Inclusive and value based-recruitment***

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Case F applied a value-based recruitment strategy that focuses on addressing gender and business needs qualitatively and quantitatively. In qualitative terms, the board sought to appoint skilled candidates, but quantitatively redress the inequalities of the past by focusing on the empowerment of women.

From its inception, this board had two female directors and has always been chaired by a woman. However in the comment below, Owen suggested that appointing to



balance the race and gender profile with no consideration for skills and value-add of a board member may devalue the board member.

*When you evaluate a potential candidate for the board, yes, there should be some bias towards females because of the past, and you want [a balanced representation of men and women]. But you should not do [women] favours [just because you are a woman], and therefore, I don't like you but I will take you. Actually, this man is better than you but I'll take you because you are a woman, because then you're setting her up for failure, so it should not be like that.*

According to Owen, women were not appointed as a checklist exercise but as a valued addition, and he stated that women should be recognised for what they bring to the boardroom table, not for their gender. Owen's assertions are in line with the resource dependence theory, which acknowledges the talent of women in various expertise, unlike women viewed solely as monitors. This is because although some stereotypes existed in Case F, the inputs and value brought by women were recognised, as explained by Owen below:

*We should recognise their quality, their potential, their qualification to sit on the boards. If they need that support, like men would need support too. Give them that support. Don't give them support because they're women. Give them support because any person needs support. But have a bias towards a women candidate. At the end I've always said that I don't like people see[ing] me as a BEE.*

In qualitative terms, my data suggest that the company has a clear vision of transformation, as it considers inclusiveness in the recruitment of skilled individuals on its board without destroying value. This finding is in line with the business case argument, which advocates that gender balance on the boards of companies enables the efficient use of human resources in the economy, and economic productivity is therefore enhanced by increasing the number of WoB (Singh et al., 2008). Hazel and Blake describe the imperative of appointing skilled and talented women:

*Transference, we want inclusivity, we want access. But you must do it in such a way that it's not value-destructive, that's really it, that's the bottom line and you must do it in such a way, you must remember that these people put in their investments. (Hazel)*

*For us it's the business need first and if we find the right person with the right talent and she's a black female that would be obviously the first prize. (Blake)*

The equality argument was supported in this company by a deliberate focus on skilled women in line with the resource dependence theory, particularly from the black population group. The usual justification for promoting gender equality on boards recognises the fundamental right of equality between men and women and prohibits discrimination by legitimising affirmative action by specifically supporting persons who are members of the underrepresented gender (Spender, 2015; Szydło, 2014). While the balance of the business and equality case is evident in this analysis, I am in agreement with Gregory-Smith et al. (2013), who argue that gender diversity is inherently valuable in and of itself; therefore it does not require justification. Indeed my respondents cited in the quotes below, believed that when the black women are recruited, they needed to be talented to perform board roles.

*At times I say I need a person for this position with this skill, can you please firstly look for a woman, and then if you can't find a woman, then we can't find a woman. (Owen)*

*There's been specific target for firstly women and then non-white women and if you can't find the skills that you're looking for, then we would go and make the search broader. But that would be specifically because we want to increase the numbers on the board, which we have. So for instance the skills generally that's required on the board are finance skills, engineering and then legal and risk as well. (Blake)*

*I'm the chair of NOMCO [Nomination Committee]. We have meetings where we look at the, what do you call the talent around the table. The talent includes whether we've got enough women, whether we've got the skill set of the people around the table. Whether we've got enough black people, enough white people with particular skills and that's why you'll see in the last intake for instance we took somebody who [is a] white male, very experienced in business sector on capital markets and whatever. Women, we lost one black accountant; we replaced her with another black accountant. [The] chairman of audit is a woman. So you look at all of those things and you evaluate and you see what do we need, what are the skills that we need. But the first question which we're unapologetic about it, is it must be black and then there must be female and then all others follow. (Hazel)*

As has been reported in the above discussions and in the other cases, black women are particularly preferable candidates as a form of redress objectives. Cora, a white female director, explained that she had been declined for board positions and would be told that the reason for the decline was because black women were the preferred candidates. Although she seemed to be disadvantaged for other board recruitments,

she appeared to have understood why black women were the foremost preferable candidates:

*I've been asked once or twice to submit my CV to a board, but then they would say, listen, we're actually looking for a woman but it must actually be a black woman. So I think it is much more focused and targeted now.*

An inclusive and value-based recruitment strategy plays a role in ensuring that other men and women appointed do not view themselves as token appointments. However, I was confronted by the assumption from some respondents that board recruitment of women should not be value-destructive. I argue that any appointment, regardless of gender, should bring value and sometimes the silent assumption is that women do not have what it takes.

### **Networks and director recycling**

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Van der Walt and Ingley (2003:232) suggest that board appointments are surrounded by a tradition about who should serve on a board. This recruitment process involves appointing people within networks of the same people. As previously discussed, networks are defined as structures of social relations (Mizruchi & Stearns, 2001) that characterise the alignment of connections in which players are entrenched (Granovetter, 1978). Networks are a powerful source of informal recruitment of boards (Adams & Ferreira, 2009). In my data, all respondents reported that referrals and networks were the preferred sources of recruitment based on acquaintances and previous working relationships among board members. As seen from the quotes below, Hazel and Owen believed, they preferred to appoint people they know or who came as referrals from someone they knew.

*Network is important because networks will, for instance if you look at the one lady who we recruited, we recruited because the chair of audit knew her, they worked together. They know each other but then you have a very vigorous evaluation process to say is she the right person, but networks help in that way. (Hazel)*

*If you were to ask me my preference, I like employing people that I know or are highly recommended by people that I know. For example if you tell me [Owen], you can't make a mistake with this person and he or she's available, then for me that is the best CV ever. (Owen)*



Network analysis literature has shown that networks and connections are certainly significant for women seeking board appointment (De Jonge, 2014; Galaskiewicz & Wasserman, 1994). However, compared to men, women's networks are limited. Therefore, using networks instead of advertising further limits the pool of women from which to choose, as suggested by Blake in the comment below. The contention of both Scott (1996) and Ibarra (1992) should not be ignored; they suggest that men have more men in their network than women. Furthermore, women are recruited through the networks of men (Heidenreich, 2010). Similarly, Sheridan and Milgate (2003) established that a similar process was used to recruit men and women for corporate boards. However, the recruitment criteria designed were more stringent for female directors.

*When you're quite new and not known to the industry, it's quite difficult to get in initially and hence why, when you do get in, you probably need to [make an impression] ... first impressions means a lot and once you've got the reputation, you're probably there for life. You know people will then refer you to other boards. Because it's like a little network that they use the same guys on certain boards. So it's quite difficult to get in and once you're in its most probably a good [idea not] to mess it up.*

A concern put forward by Blake was that networks resulted in the recycling of the same directors, which overlooked the value of succession planning.

*You need to break the cycle of people in the network. Same people being recycled all the time and introduce new talent and like I say then develop them or mentor them, but I feel that there is a need then, some of our directors that are being recycled are reaching retirement age.*

Networking is important for women, but they are not as actively involved in networking as men, which put them at a disadvantage (Bray, 2012). Against this background, women may be at a disadvantage when board positions are not advertised and recruitment decisions are made within the networks of men. This practice perpetuates the recruitment of board members within the same network of men and further contributes to the recycling and poaching of female directors.

## ***Empathy and ethics***

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Recruitment criteria used to appoint directors were extensively discussed in the previous cases. Three major criteria reported in this case were empathy, ethical conduct of a board member and strategic thinking. Empathy and care for social problems were one of the reported contributions women brought to the board, which distinguishes women from men. However, this criterion is not stated in the recruitment search. Consistent with the social role theory, Hazel and Blake reported that women bring sensitivity to social concerns in the boardroom. Various scholars (e.g. Boulouta, 2013; Noddings, 2002; Slote, 2007) report that empathy is found at the core of feminist ethics, implying that 'empathic caring' reactions to aid will be stronger in women than in men. Building on Slote's (2007) empathic caring analysis, it follows that more gender-diverse boards will be more responsive to aid those in society whose situation is perceived as 'absolutely bad' because of the membership of women.

*You are not going to go into retrenchment programme as a woman board member ... so if that man doesn't work how will he feed his kids? You have to ask yourselves those questions and women are pre-eminently suited to do that. (Hazel)*

*There's certain sensitivities that men probably don't pick up that the ladies do. And that's aside from just the business side. It is the human resources side. How it would affect the employee, certain decisions and so on. I'm sure men would eventually come there, but the ladies tend to get there quicker. (Blake)*

One recruitment criterion that is receiving more attention is the ethical nature of the board member. As previously pointed out, in line with the social role theory, meta-analytic evidence suggests that, compared to men, women are more sensitive to ethical considerations and tend to apply stricter ethical standards (Pan & Sparks, 2012; Post & Byron, 2015). Women were also considered more likely to judge questionable business practices as unethical (Franke et al., 1997). Therefore, increased numbers of women on boards enforce ethical behaviour and therefore corporate governance (Franke et al., 1997; Jia & Zhang, 2013; Nekhili & Gatfaoui, 2013). Owen's views came out strongly that the ethics and behaviours of a board member are essential. He further admitted that his observation was that women were sensitive to ethical considerations. Therefore, the empirical evidence that women are more ethical, should bring more women to the recruitment of boards, yet there is still not enough WoB representation.

The comments below indicate that Owen has emphasised on the importance of ethical conduct of board members, and has observed that women were more ethical than men were.

*But there is more emphasis now on ethics and governance and the behaviour of a board member, both outside and in the company is being looked at very meticulously by the shareholders and the stakeholders. We are talking stakeholders now. There are some funds now institutions that won't invest in the company unless they are sure of the ethical values of that company, how they treat their women, the sexual harassment things, how they treat ... do they have got strong policies in that regard. The approach of the company towards child labour, you know, people ignore these things. (Owen)*

*I think on a few boards that I [have] sat on I found those women and I don't know whether it's general, I don't want to generalise. Very sensitive on ethics. Ja, because at times ethics is not about doing right or wrong. It's about being seen to be doing the right thing. So some men would be saying ah there's nothing wrong with this, I mean I can explain. Ja, it's not about your explanation, it's about how people view your action because perception becomes reality. Therefore be sensitive to the reaction of the public. (Owen)*

Findings suggest that the criterion cited above should favour the speedy progression of WoB. Empathy and ethics are related more to the characteristics and areas of concern for women. Therefore, the slow progression of WoB representation is still not justified.

### ***Board chair drives the recruitment (of women)***

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In line with the power perspective theory and upper echelon theory, leaders of organisations have power to influence decisions and encourage effective TM. I found in Case F that CEOs and board chairs have a powerful effect in communicating gender diversity to advise nomination committees to search for women for board appointments. In an absence of both types of leadership, CEOs and board chairs who influence the board nomination process might end up in all-male boards (Fitzsimmons, 2012; Westphal & Zajac, 1995). All the respondents hailed the exemplary leadership of the female chair of the board for driving recruitment for women not only on the board, but across levels in the organisation. I also observed the mutual respect and admiration between the male CEO (Owen) and the chairperson (Hazel). Noteworthy, is that they are of the black race, and perhaps that makes them sensitive to transformation agenda as stated by Owen and Blake below:

*Actually my chairman, when there is a position she would say, hey, you must get a woman there so she drives transformation from the board. (Owen)*

*The board itself hasn't changed much, except that we have added two more females to the board. We originally started with just two. We now have four, so that's improved slightly and I think our, you probably know that our chairman ... chairwoman? Language is interesting ... again is quite keen on giving women opportunities and even younger women, sort of groom them. (Blake)*

In line with the power perspective and upper echelon theory, leadership is crucial in ensuring the advancement of WoB. My findings show the exemplary leadership style of Hazel, which was collaborative and sought buy-in from the men on this board. All men appreciated Hazel's conduct as board chair.

## **F.5 TRAINING AND DEVELOPMENT OF DIRECTORS**

From the thematic analysis of this framework, the following themes emerged: (1) gender stereotyping regarding support among women, (2) no training and development opportunities, (3) assertiveness, (4) confidence and (5) informal approach to mentorship.

### ***Gender stereotyping regarding support among women***

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The extent to which women support one another is contradictory and related to gender stereotyping, which was demonstrated by the contradictory comments made by Hazel, Owen and Cora. My findings suggest that some women believe that women support one another, while others hold a different view.

*In the boards where I sit they actually do, they do. We have private lunches, we talk about bags and shoes, but we also talk about serious stuff. (Hazel)*

*I mean it's going to sound terrible, but I really believe that, I think sometimes us as women are our own worst enemies. For two reasons, the first one is we don't support one another and I've really seen that [at places] where I've applied or where I've been asked to apply, women are often threatened by other women. It's almost like I want to be the only matriarch and I've really seen it that, you know, where men will help and support and push people up and you know recommend and whatever, and I mean it's generalising. I know a lot of women that are not like that. But I've certainly seen women not really wanting, almost feeling as if they're going to give something away if another woman gets involved. So I*

*think for that reason we are our own worst enemies. (Cora)*

Glass and Cook (2016) suggest that often women face challenges of lack of support and resources available to them as a subtle resistance to their authority from subordinates and peers. Owen, a male director, related to this concept by explaining that according to his observation, often women did not like reporting to other women, which I suggest maybe be based on other circumstances unrelated to the gender of the manager.

*In my area but what I know is that women don't tend to like working for women and I don't know why. They would prefer male bosses and whether it is the female boss that's problematic or the female subordinate, I have not put my finger on it.*

Heilman and Chen (2005) suggest that women who decide not to help others for whatever reason are rated more negatively than men who behave in a similar way. As a result, female directors experience tension between two conflicting stereotypes: the gender stereotype and the managerial one (Boulouta, 2013). This in turn affects the retention of women in these positions, as negative evaluations affect the performance and productivity of female leaders (Nelson & Quick, 1985). Furthermore, the extent to which women support or pull one another down is not clear due to the reasons not investigated, and therefore presents contradictory findings, as with the other cases. Literature has reported on the existence of the queen bee syndrome, which theorises that older women in powerful positions may dislike younger women and every so often intentionally hold them back (Hawarden, 2010). By definition, queen bees refer to women who are “protective of their own position and unhelpful and unsupportive of women trying to climb their way up” (Gatrell & Cooper, 2007:66). The board chair in Case F was said to support the progression of women in mining and that was demonstrated by her willingness to participate in the study. Furthermore, her colleagues held her in high regard regarding her pursuit of creating opportunities and empowering women. While the problem of women supporting one another needs further interrogation, the focus of this research was not to suggest that women have a problem, but to address the problem of continued male domination and less representation of WoB. Therefore, focusing on the queen bee subject would not have achieved the objectives of my research. As stated by Mavin (2006), the queen bee concept perpetuates an organisational culture of blaming women for their own

apparent lack of success, while sustaining the status quo of male-dominated organisations.

### ***No training and development opportunities***

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As with most of the other cases, regardless of gender, board members were exposed to a formal induction process to the mining environment. However, the majority of respondents revealed that no training opportunities for board membership existed on the board.

*I wouldn't say it's a programme, but we would specifically address the issues if there was a new lady on board or a new director that wasn't from the mining industry. So we would take them through a programme where we take them to the mine, show them underground, sitting a classroom and go through the phases and, you know, how mining works and so on, which we did, but what I think is, that's almost akin to an induction process. (Blake)*

The absence of training and development opportunities on the board is due to the assumption that those appointed on boards do not need development opportunities. According to Owen, board tenure of board members is lengthy and that makes it difficult to do succession planning:

*About training and development for women on the boards. We are not doing much in that area. It is always difficult for the boards to train and develop people for directorship of companies. Because people stay long on those boards and then, and the scope is quite wide and when the scope is quite wide you don't want to be saying these are, this is the pool I'm going to be pulling, drawing from. (Owen)*

The comment from Blake below suggests that internal development existed in operational areas; however, the recruitment took place outside the organisation, as it was explained that recruitment on boards relies on networks and referrals. This practice is considered in my research as glass ceilings, as other authors have also determined (Adler, 1993; Barr, 1996; Fisher, 1992; Himelstein & Forest, 1997; Morrison et al., 1992; Yousry, 2006).

*I don't think we have the programme where we just appoint someone and develop them. We still need to get there. But like I said, we are developing from within and obviously then this, perhaps wouldn't mean that what we are developing with internally is going to sit on our board, because the majority of those people are non-executive directors, they're not*

*executives. But yes, you could develop them for positions elsewhere and I mean, well [our company] is quite a small company. It's not a big company. So there are I think challenges for people that, and issues in that role and then eventually you, you know there's nowhere to go and you have to go outside. ... I don't think that should be a challenge for the individual itself, so if you are ambitious enough you could develop and then go and look outside of the [company].*

*My own view is that the introduction of new candidates is probably too slow for me ... You can't have people going into their 70s and there's been no succession because everybody worries about succession from the CEO down. But your non-executive directors and chairpersons and so on there, there's not enough being done there and I think in terms of succession planning and getting the younger generation through.*

Although the company's TM programme is focused at operational level, it still appoints externally for board positions, which is related to networks. This also implies that there is no succession planning for board positions to provide internal candidates with opportunities.

### **Assertiveness**

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In line with role congruity theory, that women's leadership roles are evaluated less favourably by men, my data suggest that women's characteristics in corporate behaviour are assessed differently from men's, similar to Jago and Vroom's (1982) findings. Literature suggests that regardless of how women behave (whether assertively or courteously), there is still not a win-win situation for them (Kakabadse et al., 2015). My data show that often women have to ride on a tightrope in terms of how to behave on boards, for example Hazel was concerned that women were not assertive when serving on boards. She also mentioned that self-assertiveness from a woman was not always appreciated.

*If you are not assertive what are you going to be doing? Society tends to think self-assertiveness in a woman is just not feminine enough.*

Another interesting finding is that Hazel reported that from a black woman's perspective, one has to be more assertive to be heard by men and white people. Hazel further suggested that even more so, black people often have to firmly assert themselves in empowerment issues, suggesting that white people do not pay attention to such issues.



*Sometimes it is important to be aggressive when men don't want to hear you. You pitch it a little bit higher than just self-assertive. To say, and in arguments, because sometimes arguments can get very heated, especially arguments about empowerment and arguments about black people. White people tend to undermine those sorts of things. So you really have to be aggressive.*

Owen, even though he was a (black) man, reported similar challenges, whereby he had to affirm himself for his opinions to be valued by white men.

*I worked with his predecessor [a white male]. At time[s he] undermines people on the board and he didn't take us seriously, equally. So you have got to stamp your authority and say ... you're not going to ignore my point, I know what you are trying to do. 'Oh no I'm sorry, I'm sorry', then he respects you for that. (Owen)*

It appears from this analysis that women and black directors in general have to develop behaviours such as assertiveness for their viewpoints to be taken into consideration. However, for women, there is a downside to it. As stated by Hazel, and in line with role congruity theory, self-assertiveness is not considered womanly enough; furthermore, women's behaviour may be subject to close scrutiny (Ryan et al., 2011). Moreover, women may be considered as less competent, questioning their credibility and efficiency (Kaufman & Fetters, 1983). This issue leads to a double-bind position for female directors, because any position they take can lead to negative evaluations of their performance based on their gender (Cotterill et al., 2007; Eagly & Karau, 2002; Heilman et al., 2004).

## **Confidence**

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Traditionally, self-confidence and other traits used to describe effective leaders have been associated with men. These ideas continue “to influence views of women as leaders” (Banks & Banks, 1995:66). Research reports that women are considered to lack ambition and confidence as well as leadership attributes such as firmness and influencing behaviour (Powell, 1999; Terjesen & Singh, 2008). My data suggest that some of these limitations still hold for women today, as explained by Owen below:

*I know the quality women, they may not be talking a lot on the board, EXCO meetings and what have you, but I know who are good and they can fight and I always tell them hey, you're too quiet. I want you to come out, I want you to come out. You must irritate the people and I, I'm the only one who can call you to order. Come out of your shell. So that*



*when I elevate you people are able to say ja. (Owen)*

Blake and Hazel suggested that women needed to show up and express their views in a confident manner, which echoed Owen's sentiments. However, Hazel related it further to black women, which suggests that more work needs to be done to empower black women to be confident in speaking their minds.

*I focus on self-awareness and self-assurance because that's the critical issue confronting black people. It's about black women leaning in, being there. Having their presence felt, having their voices heard, otherwise there's no point in us having them on boards. So what do you do, what does it take to have, to be self-assured about who you are and the contributions that you are going to make.*

Bagati (2011) refers to the importance of leadership and formal mentorship programmes for women to develop their confidence in serving on boards. According to Blake, mentorship of black women is in shortage, especially for younger women. He suggested for the development programmes to support the progression of black WoB.

*I think for me the younger generation of women, especially non-white women, have got quite a bit of catching up to do and hence the reason why I think there needs to be development programmes or mentorship or something of that sort. There are ladies I think, maybe the older generation, that are there already, they don't need that kind of mentorship. Within their own rights they are quite strong and like our chairman.*

McKinsey states that mentorship programmes are valuable to women, as mentors can help them identify of their own limitations and help them overcome those limitations in male-dominated environments (cited in Lansing & Chandra, 2012). Blake narrated a story of a black woman who was appointed but lacked the confidence to sit on the board and was removed. According to Blake, younger women need handholding and mentorship, even when they serve on the board.

*I think if the woman doesn't have the right personality, she's not strong enough, she's meek and submissive, I won't mention names here, but it was a black female. It was put on the board because of the BEE deal that was done. But from my point of view I don't think she was ready for that. You could see she was intimidated in the board meetings and very soft-spoken and hardly spoke and eventually I think she was taken off the board in effect and then given an executive position within the board.*

The absence of mentorship also contributes to being a barrier to the development of WoB positions. Building the confidence of women requires mentorship from experienced women, as suggested by Bagati (2011).

### ***Informal approach to mentorship***

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All respondents reported that they engaged in mentorship, but at an informal level. Owen mentioned that his approach to mentorship entailed not formalising the relationship and meeting with mentees whom were not even aware that he was mentoring on an ad hoc basis.

*I'm mentoring many people. I'm mentoring many people and I've got my own approach to mentoring. I don't subscribe to this thing, Nthabiseng chooses me as her mentor, because then it formalises that relationship too much. My idea of mentoring is observing you, calling you for a cup of coffee. You know I'm older than you, you would obviously, you know there's always that relationship, the basis of the relationship of older and young and that lends itself to that rapport, that respect. [What I am saying is that], I should conduct myself because mentoring is about conducting myself in an exemplary manner so that when you observe me you want to look like me. You want to listen to things that I say to you. You want to listen to the wisdom that I've learnt over the years of my life.*

*Without formalising the relationship. Most [of] my mentees do not know that I'm mentoring them.*

While directors preferred informal mentorship, a formal approach to mentorship should be explored and directed efforts should be made to identify the potential talent of women, which requires nurturing. In addition, women can possibly benefit from formal and informal mentorship.

## **F.6 RETENTION OF DIRECTORS**

The Case F analysis presented two major themes relating to the retention of directors, which I found noteworthy: (1) equal treatment (value of the critical mass) and (2) strong board chair and committee chairs.

## ***Equal treatment (value of the critical mass)***

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As previously noted, promoting gender equality on boards recognises the fundamental right of equality between men and women by prohibiting discrimination (Spender, 2015; Szydło, 2014). In essence, equality between women and men constitutes a principal and moral value (Szydło, 2015). This is a value in itself and it is inherently linked to human dignity. To be treated equally and to have equal opportunities to participate in all fields of social and economic life is a basic need of all women and men. My data in Case F proved an equal treatment of directors, which I suggest was related to the value of the critical mass, the leadership compatibility and moral value. The critical mass suggests a different definition of equality as a numerical goal in particular, and argues that the nature of group interactions depends upon the size (Granovetter, 1978; Kanter, 1977; 1987). As previously pointed out, male directors were found to ignore female perspectives when only one woman sits on a board (Jia & Zhang, 2013; Konrad et al., 2008; Torchia et al., 2011). This board had four women out of ten board members, and furthermore the responses concurred that there was equal treatment of board members, showing the value of the critical mass. Owen presents best on the culture of equitable treatment of women on boards.

*My view is a very radical one and I said it earlier on. That I view them as my colleagues, as my co-directors equally. So when there's a contribution from a director it's a contribution from a director, whether it's male or female. So my approach is they are all the same. I treat them equally. When a guy does not perform it should not be, this guy's disappointed us, we thought he was good, and when a woman does not perform, we say ja well, it's women. No, no, no, that's not fair, because we can be useless too. (Owen)*

*It's people. You did not achieve what you have achieved because you are a woman. You worked hard and I've got to treat you like that. (Owen)*

The comments above confirm literature that a critical mass number strengthens male directors' perceptions that women are recruited for their talent rather than their gender (Ellwood & Garcia-Lacalle, 2015). What makes the critical mass significant also lies in the hierarchical position that women occupy on the board (Chair or CEO) (Ellwood & Garcia-Lacalle, 2015; Torchia et al., 2011). In turn, women wield enough power to alter corporate decisions in their favour. By virtue of the board chair being a woman, it appeared to have contributed to equal contributions and respect of all contributions in

the boardroom. Furthermore, some comments suggested that women were open-minded and that they had even started to dominate in board discussions.

*On our board yes and I think it is also part of the numbers growing. So they [women] even getting a point now where they dominating. On our board. Ja, on our board they even, the last board meeting, it was said in jest but, I think that's just a sign of how open and free they are. They said the board would be a lot more efficient if there were just females, we should get rid of all the men. So, ja, I think there's quite a good dynamic at this board. (Blake)*

*Like on our board, I mean we get beaten up by one female and the guy will say no, no, no you are too harsh ... Because we appointed you on quality you have [to demonstrate that you bring valuable skills]. We did not appoint you entirely because you are a woman. ... If that is the basis then you can say everyone has got his or her own strong points ... and you find that some women are tougher than men on the board. (Owen)*

Pearce and Zahra (1991) report on the disadvantages of having women on the board, such as more debates, arguments and clashes. Findings from my data differed, for example in my probing with Owen, I asked him whether the presence of more women resulted in a delay in decision making. Owen reported that board interactions were dependent on personalities, rather than gender. Furthermore, misunderstandings happen whether there were women on the board or not.

*I mean those things happen whether its men leading or women leading or it's men represented or women represented. It's human nature. Some people are hesitant to make decisions, some people are pedantic, some people have got big egos. You cannot tell him or her this is wrong, my opinion is this and they hate to be challenged. When you criticise their standpoint, they think that you're challenging the authority. It's human nature.*

While this case reported positively on the equal treatment and freedom of speech of directors in the board, white men were reported to withdraw and withhold their views in fear of being misunderstood.

*I think the white men hold back a bit because they're scared of, you know, maybe whatever they say would be overstepping or over-analysed. So I think there is a bit of hesitance too, but not a lot and I must say that we've got quite a few old white men. But they, I don't know if they are generally from the old type of regime. They get along very well with everybody. (Blake)*

Magnier and Rosenblum (2014) note that integrating a critical mass of women into leadership positions such as boards will revolutionise capital structures and the regulatory regimes that govern them. The value of the critical mass was recognised in Case F through equal treatment and appreciation of the talent of women, while equal contributions were not seen as gendered contributions.

### **Strong board chair and committee chairs**

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My respondents applauded the board chair for a strong character that embraced and supported equal opportunities and treatment of every member of the board regardless of their identity. Furthermore, women committee chairs were also considered competent in their roles. These findings are in line with literature, for instance, Eagly and Carli (2007) suggest that the leadership style of female managers is more transformational, particularly in giving support and encouragement to subordinates. Therefore, women would be more participative and collaborative in their interactions with subordinates. Some literature reveal that women were better at relationship management and people management, which I found in Case F (De Jonge, 2014). Below, Owen and Eric report on the contribution that the board Chair [Hazel] and the other women in committee's meaningful contribution to the board.

*I mean [Hazel] is a very senior person in her own right. Very knowledgeable, very brilliant, very good with people. Her people skills are very wonderful, so her leadership of the board has not been left me with any doubt about her abilities. (Owen)*

*We have our chair who is strong, we have women chairs, where we have a woman who looks after the audit [and] risk committee. We have a second woman there on the audit and risk committee as an ordinary member but also the board member. We have a third woman who chairs our remuneration committee and sits on the social and ethics committee. They don't just make a contribution, they make a good contribution. They're not there for, you know the pretty face. They make solid and good contributions and we all respect their contributions. (Eric)*

Hazel believes that the board chair sets the tone of the board and the understanding is that women are appointed as value providers, not to just comply with legislation:

*The tone is set by the chair. If you've got a chair who thinks it's a ticking exercise to have women on the board, then you are in trouble because that chair would more likely say hey, ignore that one, let's go on with that. The chairperson must be strong, must set the tone,*

*must understand why he's got women or she has women on the board and what their value is.*

Many benefits from the membership of women are suggested in my research, as expounded by Hazel in the comment below. Kramer et al. (2006) found that women board participation leads to more collaborative decision making, which includes better listening, social support and mutual gains problem solving. This is reported in my data, as Hazel reported that arguments around the boardroom table were based on principle and enhanced working relations. Hazel also stated that female directors are more independent (from management) than male directors. Another benefit Hazel described from better representation of women was that there were no factions between the board and management. In line with literature (Colaco et al., 2011; Terjesen et al., 2009), I suggest that by virtue of their different experiences and leadership styles, women enhance board independence.

*I'm a very strong chair, but at the same time I've got very strong people there that are very strong-willed. They tell you, hey, that chairman we argue [and then say] my prerogative as chair, you must meet my chair of audit whose a woman. Strong, strong, strong. My chairperson of REMCO, strong, strong woman. So you'll see that the chairs of most of our important things there are women and we come in, we never argue. If we argue, it's a principled issue. We argue about it and it's done. There's no factions also between us and management, we are that kind of board. I've been there for quite a while now and it works, our board works. I suppose partly because of who we have on the board, partly because of the CEO who rallies his own troops, and that relationship I think is good.*

Bagati (2011) states that the effectiveness of CEO and board chair leadership to increase WoB representation largely depends on the interactions of members of the board. Other authors emphasise CEO commitment to WoB as the most critical component to challenging male dominance (Ragins et al., 1998; Sandgren, 2012), as previously pointed out. My data showed that the CEO and the board chair had a good relationship and both supported the transformation agenda. Hazel believed that the board is effective partly because the CEO rallies along for improved WoB representation. At the same time, the CEO commended the board chair (Hazel) for being strong and knowledgeable and having good relations with other members on the board.

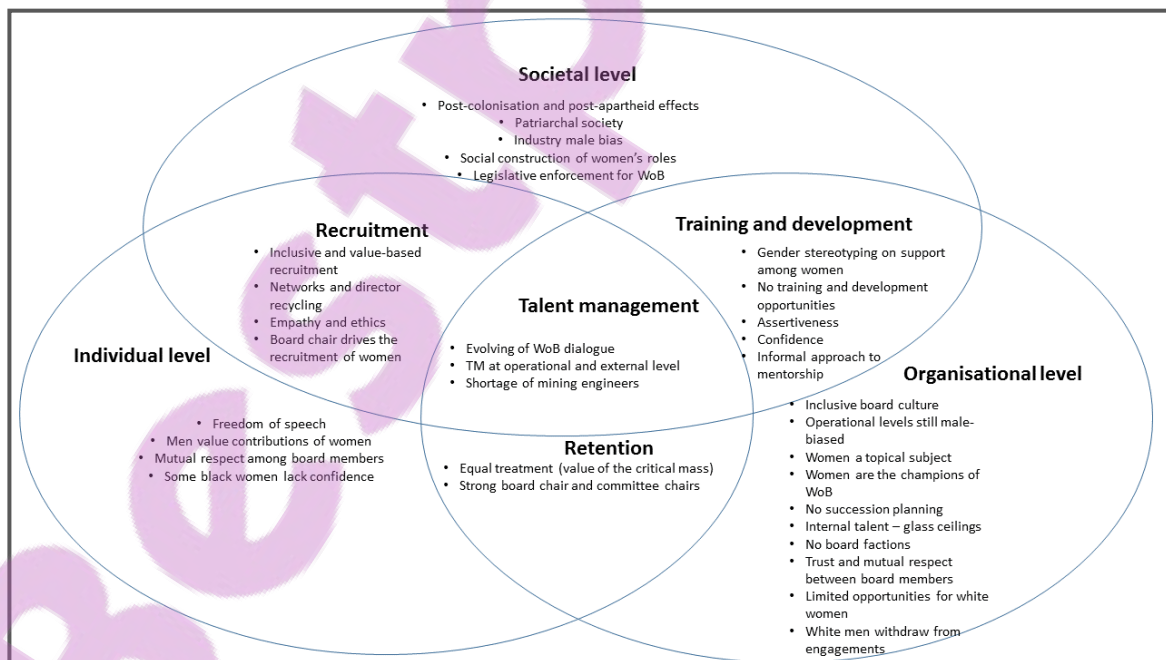
## F.7 CONCLUSION

Table 7.6 below provides a summary of the assessment and a breakdown of the case analysis through aspects of the framework utilised, and presents a category of thematic analysis into either positive or negative constructs in terms of the notion of the TM framework.

**Table 7.6: Talent management Case F**

Framework	Main themes	Synopsis: Positive	Synopsis: Negative
Talent management	<ul style="list-style-type: none"> <li>Evolving of WoB dialogue</li> <li>Talent management at operational and external level</li> <li>Shortage of mining engineers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Equality and equal opportunities on the agenda</li> </ul>	<ul style="list-style-type: none"> <li>Focus on internal talent doesn't promote board membership</li> <li>Evidence of glass ceilings</li> <li>Follow-up on internal talent seems to be lacking</li> <li>Underground not a suitable career option, incentives to retain mining engineers do not work</li> </ul>
Recruitment	<ul style="list-style-type: none"> <li>Inclusive and value-based recruitment</li> <li>Networks and director recycling</li> <li>Empathy and ethics</li> <li>Board chair drives the recruitment of women</li> </ul>	<ul style="list-style-type: none"> <li>✓ Women are not taken appointments, they are valued</li> <li>✓ Black women preferred candidates</li> <li>✓ Board chair actively involved in gender equality activism</li> </ul>	<ul style="list-style-type: none"> <li>Networks-based recruitment encourages director recycling</li> <li>Recruitment of directors from club members</li> <li>Recruitment criteria-biased</li> <li>Fewer opportunities for women with no networks</li> <li>Fewer opportunities for white women</li> </ul>
Training and development	<ul style="list-style-type: none"> <li>Gender stereotyping regarding support among women</li> <li>No training and development opportunities</li> <li>Assertiveness</li> <li>Confidence</li> <li>Informal approach to mentorship</li> </ul>	<ul style="list-style-type: none"> <li>✓ Strong relations among women</li> </ul>	<ul style="list-style-type: none"> <li>Absence of board training may result in redundant board members</li> <li>Assertiveness not always a good trait from women</li> <li>Women confronted in balancing assertiveness and nurturing skills</li> <li>Effectiveness of informal mentorship is not clearly visible</li> </ul>
Retention	<ul style="list-style-type: none"> <li>Equal treatment (value of the critical mass)</li> <li>Strong board chair and committee chairs</li> </ul>	<ul style="list-style-type: none"> <li>✓ Equal treatment of board members</li> <li>✓ Mutual trust and respect</li> <li>✓ Complementary CEO/Chair leadership</li> </ul>	<ul style="list-style-type: none"> <li>Why critical mass ensures equal treatment?</li> <li>Disengagement of white male directors</li> </ul>

Figure 7.2 below provides a summary of the assessment of themes and a breakdown of the Case F analysis through the meso-level approach of TM in the context of societal, individual and organisational levels.



**Figure 7.2: Meso-level analysis: Case F**

Case F is categorised as a company that values gender diversity in two ways: the moral obligations and the business imperative. While the target is appointing black women, the board focuses on competent women who will add value to the board. This is signified by the board chair requesting the black woman once appointed on the board to consider resigning because she did not add value. The company can be commended for efforts in developing internal talent and providing opportunities for graduates to enter the industry. However, the company fails to nurture that talent and ultimately identify pools for executive management or the board. The company relies on networks for board appointment, which encourages director rotation and recycling of the members in the same boards. Because of women having fewer networks than men, men still control who is appointment on the board. The company also lacks investment in training and opportunities on the board, which may result in redundant board members. The equal treatment of directors, mutual respect and promotion of more women to enter the industry are strong enablers of the progression of WoB. Furthermore, the good blend of the chair and the CEO, who have good relations, supports a culture of inclusivity and an effective board. Using Adams et al.'s (2014) typology of boards, Case F was defined as a progressive board on the basis that the board values diversity with an inclusive ethos, directors play an active role and the board has a critical mass of female directors. Furthermore, a progressive board such as Case F succeeds in resisting stereotypes and is well informed to support the business case for gender diversity which is consistent to Adams et al. (2014).

In light of the analysis performed on this organisation and the good representation of women on this board, Case F is defined as a support case in the overview of TM at board level.



## CHAPTER 8

# MULTIPLE CROSS-CASE ANALYSIS AND DISCUSSION

### 8.1 INTRODUCTION

The previous three chapters (5, 6 and 7) provided case analyses of TM practices in six cases (companies). This chapter offers a comparative analysis across the cases of key findings and the assessment of their theoretical implications and contribution to the present literature whereby women are the centre of the research claims. The thematic analysis across cases assessed four constructs: TM, recruitment, development and retention practices. Like Ely and Padvic, 2007, my feminist standpoint views gender as system, identity and power relationships between men and women. Therefore, I applied the meso-level approach (societal, individual and organisation levels) to connect multiple cross-case analysis within the four constructs with gender identity. The meso-level approach shows the networks, differences and similarities across cases to understand how women and men are integrated in the TM practices and the connections with their identities. A series of thematic findings drawn from data across the support cases (A, E, F) is compared, contrasted and triangulated with the contrast cases (B, C, D). Interpretations drawn from the contrasts are evaluated and corroborated together with existing theories, thereby building on existing claims. New theoretical contributions provide insight into the complexities women face on mining boards. This enabled this research to formulate constructive recommendations on how to improve the representation of WoB.

### 8.2 TALENT MANAGEMENT PRACTICES ACROSS CASES

TM practices on board level were analysed across cases in the context of the extent to which they existed. In this process, I unpacked whether there was TM aimed at board members (women or men) and examined how TM differed between female and male directors and whether mining companies had established TM programmes at board level. If TM programmes existed, my investigation sought to explore who was responsible for TM at board level and to compare how it differed between the board,

management and operational levels. A summary of TM across the cases is provided in Figure 8.1.

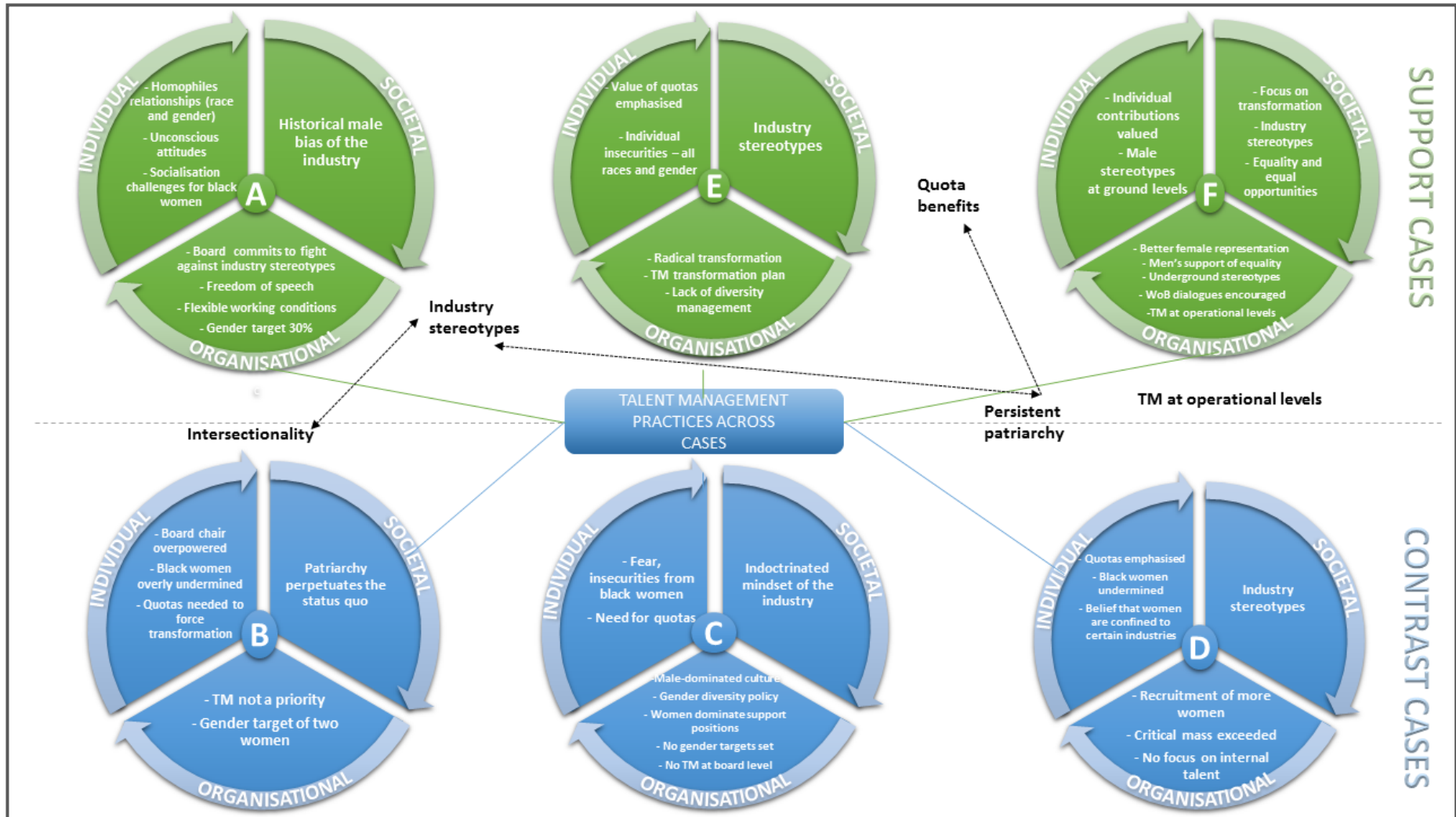


Figure 8.1: Talent management practices across cases

### 8.2.1 Industry stereotypes

Cotterill et al. (2007) provide evidence from the work of Butler and Landells (1995) and Humm (1996) that within the academe and elsewhere women are subject to sexism from men. In my research, the indoctrinated historical male bias of the industry was constant across cases, with all six cases reporting on persistent industry male bias characterised by stereotypes and attitudes that were not receptive to the membership of women. This historical male bias also provided the industry with an opportunity to perpetuate inequality and to defend the status quo. I recognised that male bias intensified perceptions and expectations that the industry is perverse and further presented opportunities for the industry to delay transformation.

I found that support cases A, E and F dealt differently with industry stereotypes compared to the contrast cases. Case A expressed a conscious awareness of industry stereotypes that were male-biased, but made concerted efforts such as open dialogues, recruiting more WoB and establishing HR policies. Case E revealed a radical transformation of board gender and race composition and cascading it to all levels of the organisation. With five women on this board, Case E's transformation plan was initially guided by a change of leadership of the CEO by the board. Authors (Fitzsimmons, 2012; Westphal & Zajac, 1995) suggest that the board chair and the CEO are instrumental in ensuring transformation. The white male CEO was replaced by a black male CEO, who was given a mandate to facilitate transformation. Case E's strategy was unique, as it applied a strategy that avoided marginalisation of others (white men) by retaining existing talent while sourcing talent from women and black people.

Case F demonstrated a stronger commitment to the WoB dialogue above all support cases. Case F succeeded in a better representation of women and a supportive culture and increased men's support for equal opportunities. According to the CEO, Owen, women were appreciated as equals in the boardroom to the extent that women in Case F were reported to dominate board discussions. While the boardroom in Case F reported a positive culture, operational areas still faced challenging stereotypes of hostile resistance of men towards women. One of the suggestions that emanated from Case F was to involve men in studies of gender equality. My study succeeds in this motion by interviewing both men and women and analysing their experiences.

While Case D also exceeded the critical mass (30%), and also Cases A (36%), E (50%) and F (60%); however, the male bias attitudes reported by the women and the board chair in Case D demonstrated conflicting responses that made me question the board culture. Contrast cases B, C and D showed entrenched male bias sustained by stereotypes. The board chair of Case D, Arthur, reported the resistance against women in mining boards, citing the industry relevance of women. This industry stereotype implies that women would be better represented in less-male dominated industries (Bilimoria & Huse, 1997; Burke, 2000; De Jonge, 2014).

### **8.2.2 Intersectionality**

Obvious or conscious industry stereotypes of a male-dominated culture resistance to women in mining were most prevalent in contrast cases B, C and D. Yet, the intersectionality of gender and race appeared strongly across cases, generating stereotypes and connections among certain groups, contributing to individual experiences of oppression and privilege. In Case A, Busi, a black female director, disclosed that attitudes and relationships between board members reinforced the gender and race network. Men socialised outside the boardroom and strengthened their networks through golf and other private social activities, while white people maintained strong relations among themselves and often black women like Busi felt isolated and faced limited network growth. My findings confirm research that gender bias stems from the intersection between race, sexuality and social class (Dlamini, 2013, 2016a; Jackson, 2004).

bell hooks (1981) expresses concerns over radical feminism, which considers white women's experiences as standard, unable to identify different experiences of non-white women. In the study reported here, commonalities in the support cases were that the redress of gender and race on the board was more important, and black women were often preferred candidates for recruitment. Opportunities given to black women afforded me the advantage of understanding how race and class affected black women's experiences compared to other racial groups, thereby addressing a concern of bell hooks (1981). The findings showed that the culture in the mining environment posed challenging socialisation, more so for black women, who faced gender- and race-related structural barriers of a continued resistance of their existence, while white, Indian and coloured women faced the gender structural barrier from men's stereotypes

instead of both race and gender, as do black women. Nkomo and Ngambi (2009) report that African female leaders experience significant gender- and race-related interpersonal and structural organisational barriers in their careers. These barriers affect the identity of women to understand their difference, their power and the importance of their voices (Calvert & Ramsey, 1992). Therefore, women should understand their identity (Letherby, 2003). Moraka and Nienaber (2016) contend that without a clear sense of identity, the oppression of women cannot be discontinued. My findings showed that black women identities were fractured by their race and gender. Helen explained the continued resistance from male board members (even from black men) of black women's critique. In literature, a disregard of the contribution of women has been termed as 'the invisible woman syndrome', which suggests that women (black in this case) persist to be 'outsiders on the inside' (Moore, 1988). According to literature, women tend to be ignored when there is only one woman on the board because she is regarded as a token (Jia & Zhang, 2013). My data revealed that even in cases with more than three black women on the board, women reported that their contribution on boards was often overlooked.

### **8.2.3 Quota benefits and women as champions for WoB**

Across the cases, women valued quotas as a means of redressing the historical effect of colonisation and apartheid in South Africa, particularly its prolonged effect in the mining industry. According to Phillips (1995:82), quota implementation "challenges the social arrangements which have systematically placed women in a subordinate position". My findings showed women's gratitude that quota legislation enhanced their representation, although many concerns centred on the disregard of their right to have a voice. Further, the industry was described as perverse and would only improve WoB representation if compelled by legislation.

In addition, quotas enabled organisations to act promptly to identify talent, consistent to Allemand et al. (2015), but failed to focus on the development and retention of women talent through inclusive strategies. Quota legislation found resistance from some male CEOs, especially of contrast cases B and C. Case A CEO stated that the company was not driven by quotas, but kept the target to 30% WoB representation, and I did not understand which criteria this was based. Therefore, I considered that this target still kept women in the minority. I agree with the critique made by one of

the respondents in Dlamini's study that a 30% target gives men 70% affirmation of domination (Dlamini, 2016a). Case B CEO, Chris, argued that quotas were not necessary and regarded them as a reverse discrimination against white men, whom he believed faced limited employment opportunities. Chris's views were consistent with the finding in my master's study (Moraka, 2013) that white men often felt marginalised in workplaces due to limited opportunities of employment and promotion.

Across the cases, I found that women were the champions of WoB representation. Moreover, CEOs and board chairs in support cases A, E and F were also verbally supportive of challenging gender inequalities, but some presented excuses such as unavailability of skills and women with no experience. Board chairs' and CEOs' verbal statements were not always supported by an inclusive board culture, and in rare cases were supported by a culture of inclusion and value of diversity.

#### **8.2.4 Talent management at board and operational levels**

The support cases, particularly E and F, had a TM transformation plan and women were considered highly talented with valuable contributions. This plan applied a stronger deliberate strategy of recruiting, developing and retaining competent WoB, particularly black women. Two contrast cases, C and D, and one support case, F, showed that TM was more executed at operational levels. Across all cases, board members were recruited externally while disregarding internal talent. This practice signalled the occurrence of an invincible barrier strategically constructed to discriminate against the recruitment of WoB.

How women were barred to rise above glass ceilings was best explained by the board chair of Case D, Arthur, who reported that it was 'uncommon' for companies to recruit board members from within the organisation, citing independence reasons stipulated in the King reports of governance in South Africa and the Company's Act, which is true, but did not limit the number of internal executives to two. My observation was that most companies even outside mining kept to minimum criteria of only two EDs, while the King IV and Company's Act suggest that at least two, not 'maximum two EDs', should be represented on the board. Executive representation on boards cannot be limited to just the CFO and the CEO, which Arthur and some literature suggest is a convention. I argue that there is a scope to increase internal director (ED) representation to four to

advance internal women, and that this opportunity is not even explored. For example, HR executives (which are mostly dominated by women) and other executive roles such as marketing should be considered for board memberships, not to the inclusion of only the CFO and the CEO, as it creates an invisible barrier for women in executive roles (in other fields) to advance to boardrooms.

The Case F analysis reported on the external bursaries and bursars then recruited within the company, but retaining graduates was challenging, as they were poached by other companies and left for a better pay. I presented this issue in my master's research, whereby I found that graduates found mining an inhospitable male-dominated environment with stereotypical attitudes, racism included (Moraka, 2013). This implied that it is possible that this company paid lip service to recruitment and retention by not directing significant efforts in a culture of inclusion in operational areas. While the board of Case F appeared to regard women as valuable contributors, the CEO reported that women still faced challenging stereotypes in operational areas, which may be the factor of high turnover.

### **8.2.5 Persistent patriarchy**

Cases B and C recorded the persistence of patriarchal systems, which were still resistant to gender equality and dictated men as the dominant group, not only in business, but in society too. Case B board chair, Caroline, reported that her feminist activism was not welcome. Her conviction supported that patriarchy should cease and that the empowerment of women should receive attention, which is in support of Stone (2007:192), who wrote that women were subordinated and this can and should be changed. I found that Caroline understood that she should expect resistance to her activism, but still lacked the power to influence recruitment decisions, even though she was the board chair. I sensed that she faced a highly resistant board and because she was the only woman on board, she was overpowered. I also observed the influence and power Case B CEO (Chris) had on the HR director (Catherine), a coloured woman, whom defended board's low representation by stating that they focus on expert candidates whom they regard as high performers. This led me to believe that Chris and Catherine insinuated that high performers are men, as the board only had one woman. I then concluded that Case B demonstrated unwillingness to identify, track and develop the talent of women, which perpetuated patriarchy with the support of



Catherine. This also confirmed that Caroline (Case B, board chair) did not receive support in her gender activism.

Contrast cases B and C passively committed to gender equality, which was not a priority. While Case A was the only case that set a 30% target of women, Case B suggested that there should not be less than 25% female representation and Case C had not set any targets for female representation, but had recently reviewed all their HR policies. Nkomo and Ngambi (2009) warn that appearing gender-neutral and establishing policies do not indicate the advancement of women. Indeed, I question the commitment of WoB representation of Case B and C, as patriarchy is entrenched in these companies.

### **8.3 RECRUITMENT PRACTICES ACROSS CASES**

I analysed the recruitment process followed to appoint both female and male directors across the cases in the context of how it differed between male and female directors. I asked questions to determine how my respondents were recruited to the board to establish whether gender had an influence in the recruitment process. My investigation further explored the recruitment criteria used to appoint directors and respondents' views on quotas, and lastly explored what contribution women brought to the boardroom in comparison to male directors. A summary of recruitment practices across the cases is provided in Figure 8.2 below.

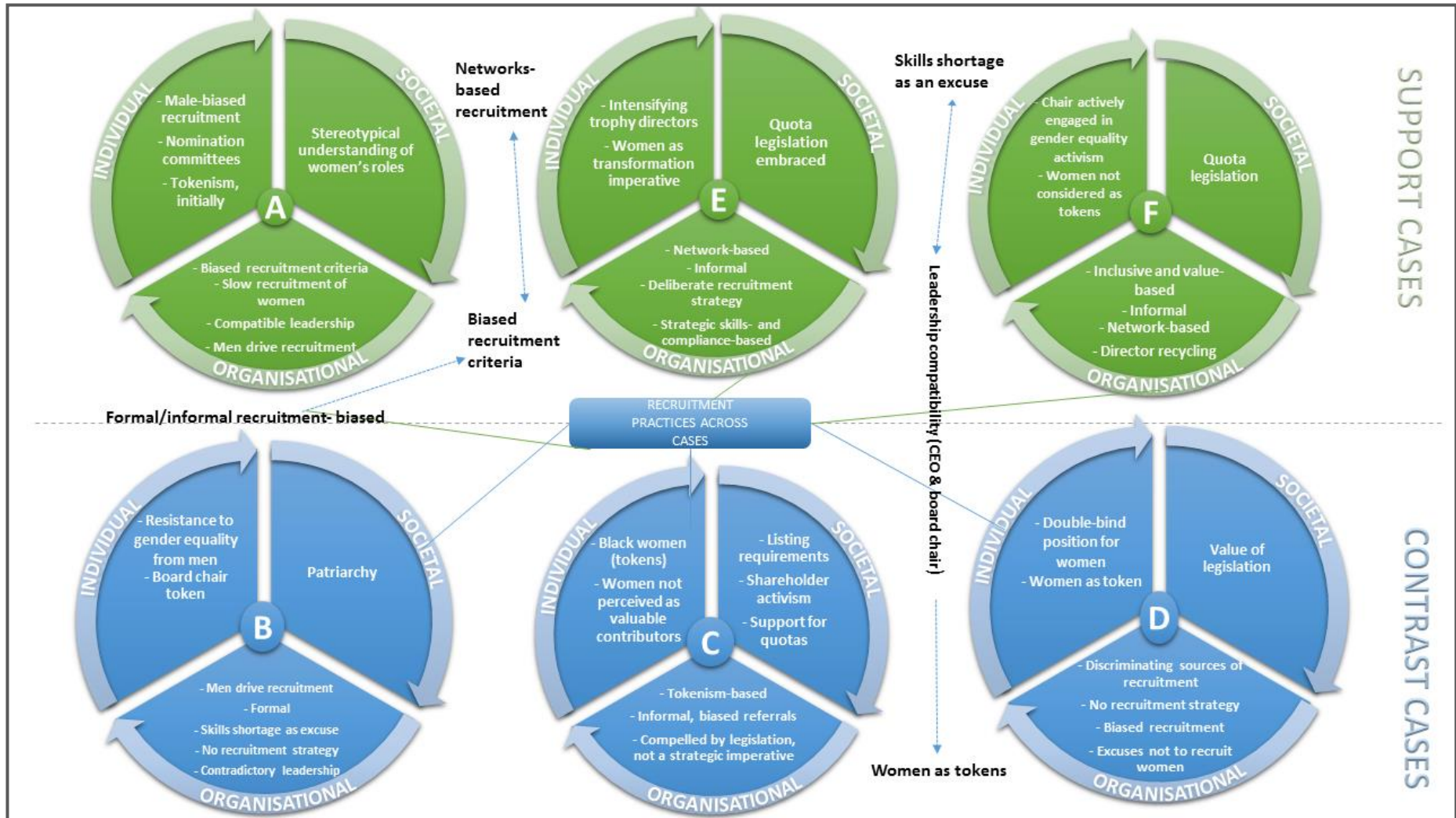


Figure 8.2: Recruitment practices across cases

### 8.3.1 Formal but network-based recruitment

I found that only Case C reported on an informal process of director recruitment, which was based on personal recommendation. Case C CEO, William, reported that the board did not have time to enter the formal process of recruitment of advertising to avoid explaining why they excluded/included candidates, which I suggest was a strategy to shy away from divulging unfair discrimination.

Other cases reported a formal process of using nomination committees for director recruitment headed and filled by men, consistent with literature (Perrault, 2015; Szydlo, 2015). This type of recruitment had some informal aspects, as no advertising for board positions was mentioned, only the use of recruitment agencies to headhunt candidates. I recognised that the recruitment process was open to bias through the same nomination committees, which was dominated by men, and that proved to me that men controlled decision making of selecting candidates they preferred and selected men (or women) within their existing networks. These networks ultimately discriminated against other women with no or different networks (see Smith et al., 2013). Some interesting revelations from various respondents was that male CEOs and board chairs in mining had personal relationships and often discussed the recruitment of women within their networks. This is as suggested by Van der Walt and Ingley (2003:232) and Heidenreich (2010), namely that men decide who should sit on boards. A comment made by the Case F CEO, Owen, was “*we steal from each other*”. Owen suggested that the best CV is the one that comes from a recommendation. These networks among men are reported in literature as information sharing and regular communication which are hard to break (Perrault, 2015).

Women’s networks are limited and my research established that networks are the only way women can have access to boardrooms as the recruitment process was biased similar to De Jonge (2014). Kakabadse et al. (2015) consider that recruitment based on recommendations is a discriminatory practice to women who do not have networks. Particularly because women are not actively involved in networking because they are excluded from activities such as golf, they maybe at a disadvantage (Bray, 2012). Therefore, the process of recruiting through networks further perpetuated director recycling and the intensification of dense networks among men and the selected few preferred women.

### **8.3.2 Skills shortage used as excuse**

Two contrast cases, B and D, and support case E showed a lack of a coordinated recruitment strategy and still used skills shortage as a defence for the low WoB representation. Case B CEO, Chris, made excuses of the pool of women to serve as either being limited or those available already being overcommitted to other board memberships. My review established that this is the same excuse used in Ragins et al.'s (1998) study, whereby CEOs interviewed believed that women were not ready to serve on boards or lacked board experience. Almost two decades after Ragins et al.'s 1998 study, Chris used the same excuse, which perpetuates inequality in boards. This is appalling, because recent studies show that women are becoming more educated, even more than men, therefore whether recruitment is really based on expertise is not believable (Ellwood & Garcia-Lacalle, 2015).

Case D used skills shortage to justify the change of three CEOs in the past four years. During the write-up of my research, I found that the CEO of Case D had resigned and was replaced by another white male who was recruited externally. The external recruitment of CEOs showed that internal talent was untapped for CEO succession and CEOs did not invest in mentoring internal employees and also did not stay long enough for succession to take place. Case D also inaccurately created impediments to discriminate women from board positions. The board chair presented an inaccurate assumption that women lacked financial skills compared to men, as CEOs were mostly appointed to CFO positions. Based on these findings, I agree that barriers are created for female recruitment even though women possess the necessary education and skills, as argued by Nekhili and Gatfaoui (2013) and Szydlo (2015).

### **8.3.3 Women as tokens**

It was clear to me that in the majority of cases, women were recruited as tokens, which was subsequently confirmed by the way in which they were treated on boards. Support cases (A, E and F) seemed to have focused on recruiting qualified candidates to comply with legislation. However, the majority of black women across the cases, except those in Case F, felt that they were recruited as tokens. White women felt that they were recruited for their expertise, although they sensed that similar to black women, their voices were not always regarded. For example, I established that Case

C's recruitment of the first woman on the board (Grace), who is black, was an obvious token appointment. Grace mentioned upfront her lack of mining experience and let the board know she did not know why the board chose her. I then established that her appointment was a reaction to the JSE listing guideline, which stated that listed companies had until the end of March 2017 to develop gender diversity policies, comply with at least 30% WoB, or explain why they have not been able to meet the target. Although Case C made the appointment before the deadline, they still did not meet the 30% target, which allowed me to believe that Grace was a token appointment and that the company did not face any consequences from not meeting the 30% target.

Tokenism theory suggests that when a board appoints one female director, especially as a compliance matter, the appointment is regarded as a token arrangement (Arfken et al., 2004; Branson, 2007). The contention is that the commitment to equal opportunities for female representation on boards is unlikely to be believed if there is just one woman on the board (Broome, 2008). In my literature review, I found that being appointed as a token poses various challenges, such as role categorisation, stereotypes and being ignored by men (Glass & Cook, 2016). Indeed, Grace reported that regardless of her 15 years' board experience, often her contributions were dismissed in boards, leading her to believe that she was merely a quota candidate and there to tick a box. My analysis led me to infer that appointing Grace as a token was a way for men on the board of Case C to retain their power as the dominant status, which is also reported in literature (Ashfrod et al., 1998; Penner et al., 2012). Cases E and F viewed the appointment of women as both a moral obligation and a business imperative. The Case E board chair recognised that women were instrumental in improvement of financial performance and were recognised for that.

#### **8.3.4 Biased recruitment criteria**

I interrogated the criteria used to appoint directors, particularly how the process differed between men and women. Case A respondents highlighted a detailed recruitment criterion, which is shown in Table 5.3. I noted that across all cases, the criterion that received more attention was the ethical conduct of the board member. Research has shown that compared to men, women are likely to be more ethical (Post & Byron, 2015), criticise questionable unethical acts of a business (Cumming et al., 2015) and insist on ethical behaviour and good governance (Post & Byron, 2015).

Case A CEO, John, stated that women demonstrated ethical conduct more than men did and used the ethical conduct of the CFO (woman) to challenge some decisions. I realised the observation in this analysis agrees with what Ricketts (1991) cautioned about, namely that even though men preferred to work with men, they would put women as second in command because the women (like Stacey) will be more loyal, carry out instructions and act more ethically. In Case D, Precious reported that she was once fired from a board because she refused to endorse an unethical payment. Her observation was that men would use the power of the majority to act in an unethical manner. Owen (CEO in Case F) stated strongly that ethics and the behaviour of a board member were essential and that women were more sensitive to ethics. While women were reportedly ethical, they remained minorities on boards, and I argue based on the business case that this criterion should facilitate boards to recruit more women. Hence, I came to the same proposition as Daily and Dalton (2003) that a critical assessment of the criteria for board appointments would show that even men do not meet the criteria, yet they still dominate boardrooms.

I also found that operational skills in mining and board experience were often cited as a criterion and my study showed that women in mining were prohibited from advancing to leadership positions because directors are recruited informally, externally and from the networks of men. In addition, lack of board experience and influential networks disadvantaged women.

Case D respondent Precious reported on the discriminating source of recruitment of using current experience or past experience as CEO to appoint board members. While it was reported in literature that CEO experience seems to be the norm to gain board seats (Allemand et al., 2015), it is generally known that there are still few women in CEO positions, and this criterion limits women from gaining board appointments (Adams & Flynn, 2005). Ex-CEOs are typically white and black men (white men at the majority at 78%), considering the South African corporate sector, particularly mining. In 2015, across all industries in South Africa, women accounted for just 4.4% of CEO positions and only two women occupied CEO positions in Africa's top 100 listed companies (Barasa, 2015). This recruitment criterion is a biased process that makes it difficult for women to enter boards, not only in in South Africa, but also worldwide. One woman appointed in Case D was also recruited as a direct result of being a

shareholder in the company. Olivia also reported that most black directors were appointed from public officials for boards to establish networks in the public sector. Precious further recorded that a criterion of discriminatory sources of recruitment was experience in listed company boards. This criterion poses entry challenges for women, as they are few in listed companies compared to unlisted companies. Precious argued that for this reason, fiduciary duties of board members are the same whether in a listed company or not. Therefore, this requirement further limits the increase of membership of WoB.

### **8.3.5 Board chair and CEO compatibility in recruitment of women**

Through my findings I established the importance of leadership and the culture of the board in recruitment process of women. WoB presentation can be increased by a leadership whereby (1) current female executives act as role models and (2) CEOs and board chairs instil an inclusive culture and insist that nomination committees search for women in the recruitment process (Bagati, 2011). Compatible leadership was more prevalent in the support cases (A & F) than in the contrast cases. Ragins et al. (1998) argue that CEO commitment to gender equality on boards plays a significant role and that it is even better when it comes from a male CEO. In my study, I established that the commitment to equal opportunities mostly came from the leadership of women. Although, there were few women (board chairs) who enjoyed the support of male CEOs, as in Case F.

The Case A board chair and CEO appeared to have a relationship that supports WoB. The board chair of Case A is one of the champions of an organisation that supports gender diversity in South Africa and the CEO mentioned that the board chair was his mentor. While Case A initially recruited women as tokens, the leadership recognised some value in the recruitment of women, but was gender-role categorised. A coloured woman chaired Case B and a white male CEO led the organisation. I recognised the mismatched leadership style between the two directors. While it was easy to suggest that the board chair was a 'queen bee', who held other women back, I established that the board chair was overpowered in decision making and that the two leaders faced different cultural realities and expectations. This is because the CEO (Chris) mentioned that culturally women are caregivers and somewhat 'useful' at home, while the board chair (Caroline) believed that the injustices of the past towards women contribute to

inequality and that people must have a conscience of addressing inequality. Past injustices, cultural and gender role expectations from women contribute to both white and black men not viewing women as equals.

Case C showed a strong relationship between the CEO and board chair, but both leaders were not concerned about equal opportunities for women. The relationship between the Case D board chair and CEO was difficult to determine, as only the board chair was interviewed. However, some behaviours showed evidence that led me to suggest that the CEO and board chair in Case D were not on par regarding WoB representation. While the board chair showed some willingness to participate in this study, the CEO pulled out from the interview after four appointments were confirmed with him. The Case F leadership appeared to have stronger relations, as both these directors demonstrated a high regard for each other. I suggest that their demographic background and cultural realities as black people could have influenced the understanding between the male CEO (Owen) and the chairperson (Hazel) and possibly that made the board more sensitive to the transformation agenda.

#### **8.4 TRAINING AND DEVELOPMENT PRACTICES ACROSS CASES**

My interview guide sought to explore the training and development initiatives aimed at female and male board members. I further explored whether there were internal training and development within the organisation to prepare women for board appointments. I asked whether directors were involved in board committees and if so, I asked them to explain their roles in those committees. If training and development programmes were reported, I asked my respondents to elaborate on how they experienced those programmes. A summary of training and development practices across the cases is provided in Figure 8.3.



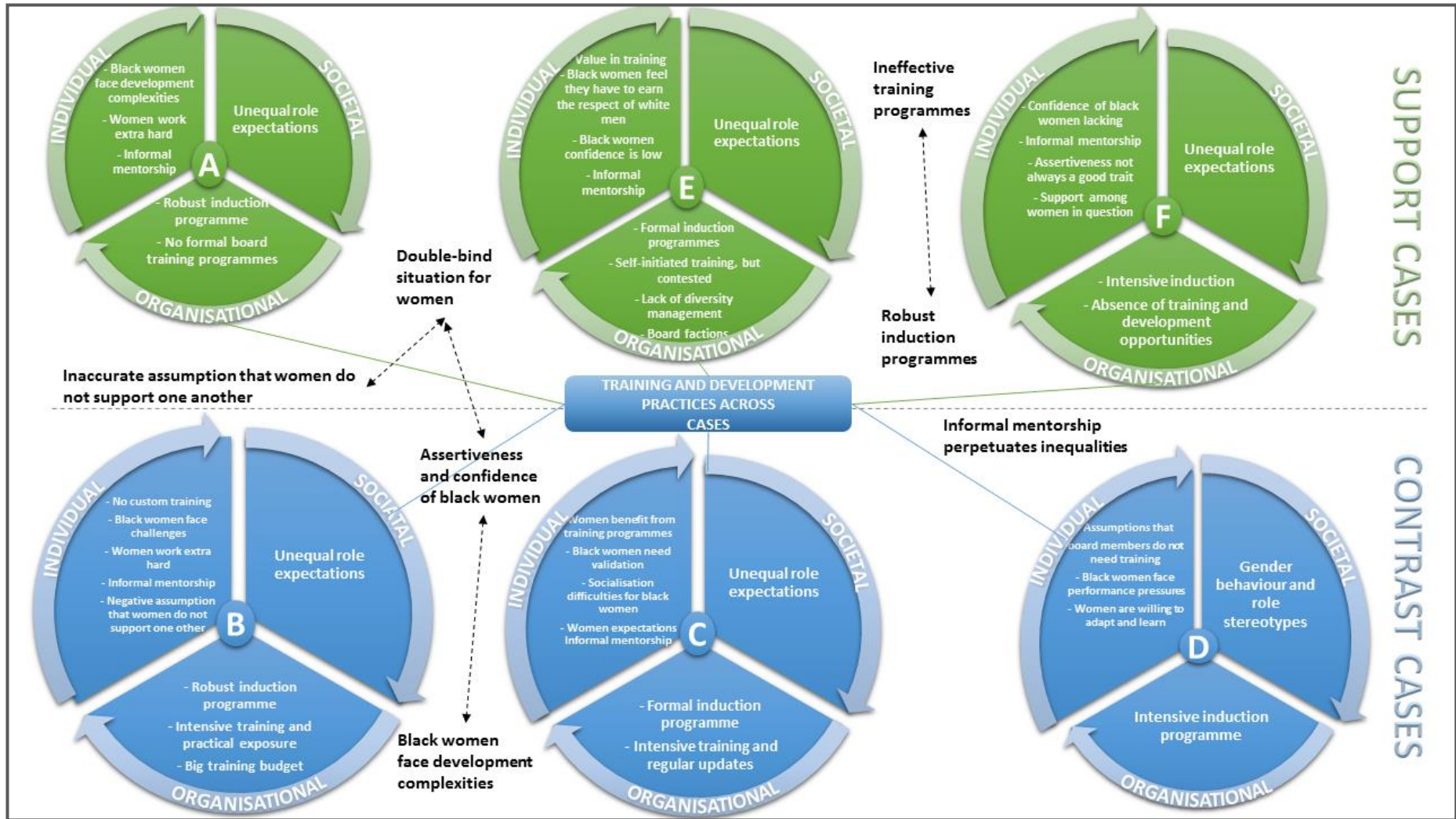


Figure 8.3: Training and development practices across cases

#### **8.4.1 Robust induction programmes**

The induction programme across all cases was similar in the way that it was robust, which entailed programmes aimed at familiarising board members with operational activities, expose them to business culture and set up some developmental initiatives. The induction programme across the cases was not specific to any gender of a director, but a company practice. At Case A, the first woman to be appointed to the board, Busi, initiated the induction programme, which was out of her own past unpleasant experience. While many directors, particularly women, found induction programmes valuable, I argue that it would be less costly if the talent of women with mining operational experience was nurtured. This was the contention of Precious, who suggested that disregarding internal talent renders boards to invest heavily in induction programmes. This led me to believe that appointing women with no industry experience was a way for men to continue holding power, hence many women's contributions were not valued. Furthermore, implied in this attitude is that women cannot learn or gain experience while invisible barriers to hinder women's development are constructed.

#### **8.4.2 Ineffective training programmes**

Training programmes varied across the cases and were absent in two support cases, A and F. Although Case D supported training opportunities for its members, other cases, cases A and F assumed that directors already possessed the requisite skills and talent to operate optimally at board level. Kakabadse et al. (2015) caution against assuming that board members do not need training, as the level of human capital of a board member differs over time and therefore constant training is needed through boardroom education, mentoring and coaching. In Case A, male directors received training on the job, while women emphasised the need for training to understand the industry and to augment some skills. The majority of women felt that it was their responsibility to understand the industry, identify training needs and be proactive in attending training, and this was constant across all cases. Cases B, C and D reported on regular training and workshops that mostly focused on providing updates in the industry. While Case B reported a good amount allocated to training in the budget, the budget was spent on developing technical skills and developing women as part of management development training, but those women were not developed for

executive and subsequently board membership. A further concern related to training in Case B was reported by Mary, who argued that one size does not fit all, implying that directors have different skills and may have different training needs.

The majority of respondents in Case D believed that at board level, the term 'training' was not suitable and highlighted that board training differs from conventional employee training. They considered that irrespective of gender, a board member is appointed with already acquired skills and was expected to operate at a strategic level. In Case E I found that some requests for training were contested, especially those that would present opportunities for women to network. For example, Kevin suggested that training opportunities were abused and some members (implying women) needed to pay for their own training. Gustafson (2008) argues that limited training opportunities might isolate and omit women from networks where socialisation takes place. The Mining Indaba presents such opportunities, therefore I regard contesting women's attendance as discriminatory, perpetuating inequality and reinforcing the networks of men if men are sponsored to attend but women are not.

In addition, a support case, Case F, reported that no board training exists, except for the formal induction programme. While Case F also invested in training in operational areas, the recruitment pool for the board came externally from the networks of men, as previously discussed. In sum, I found that often boards assume that directors already have the skills to perform board roles. As most women are assumed to lack board and industry experience, they could benefit from regular but personalised training. It also cannot be assumed that men do not need training, and therefore providing these opportunities may even benefit men.

#### **8.4.3 Informal mentorship**

Across the cases, no respondent reported on any formal mentorship either within or outside the company. For Case A, some informal mentorship led me to observe an occurrence of succession planning. The board chair reported on informally mentoring one of the women and suggested that she will be succeeding him when he steps down. While this shows some aspects of succession planning, it also further confirmed to me that men controlled the recruitment process, as the board chair already indicated who would be succeeding him. I also found that most women across the cases were often

overloaded with mentoring other women, which they felt as their responsibility to uplift other women. This finding resonated with the contention of Hochschild (2003), for example, that mentorship can be a burden, as women who rise may often feel overwhelmed and obligated to support other women.

In Case C I found that that men reported other men as their mentors, while women often referred to other (older) men and not women as their mentors, which may be a result of queen bee behaviour. I also established that the informal mentorship between men intensified networks and trust between them. Both Case A and C CEOs also reported that board chairs were their mentors and that the relationship was based on trust and mutual respect. Literature suggests that men usually maintain strong relations between one another and strengthen the trust between themselves (Brass et al., 2004) and are likely to perceive those outside their networks (women) as untrustworthy (Torchia et al., 2011). My observation was that the relationships and networks among men further intensified inequality, but does not stop women from establishing relationships with one another and forming their own networks. While my respondents suggested the invaluable experience of informal mentorship, the possibility of formalising mentorship programmes should be explored, especially within the talent pool that could benefit from succession planning.

#### **8.4.4 Double-bind situation for women**

Cotterill et al. (2007) state that any other women in male-dominated professions will be subject to a double-bind position. This double-bind posits expectations of women as both professionals (efficient and experts) and being a woman (gender stereotypical attributes of kindness, care and support). Furthermore, Letherby (2015) notes that the display of emotions is gendered between men and women. In an old study, Jago and Vroom (1982) reported that the behaviour of men and women is assessed differently in boards. This means that the reinforcement of social roles may imply that men are associated with aggression, dominance and competitiveness as masculine, while women's behaviours may be taken as emotional (Diekman & Schneider, 2010; Eagly, 1984; Hochschild, 1990, 2003). Therefore, gender roles may reduce women to emotional beings and men to rationality.

My findings across the cases showed that the role of women was associated with their gender characteristics and not their capability as business experts. Liu (2013) cautions that the gender role stereotype of these behaviours as feminine characteristics may affect attitudes of both men and women towards women, which is also what I found. Case A men and women associated women with emotional support, care for the safety of mineworkers, sensitivity to ethics and good team leaders, unlike men. I realised that role stereotyping enabled men to ignore other issues (sometimes deliberately), such as human rights, claiming it is a woman's agenda. In Case B I found that women were not certain of which behaviours or roles would make them successful, while men were allowed to be direct without facing consequences. For example, Busi described that kind women will not survive in the mining industry. Across the cases, I found that women felt that they needed to adjust their behaviours by being assertive in order to succeed. Mary described that women needed to be mindful of their posture by leaning on the board table, which demonstrated assertiveness and confidence.

I found that more especially women in Case C, but also in other cases, faced challenges of living up to the expectations of men and themselves. Some black women felt that they needed to gain the respect of white men and worked hard to be validated by them, but were often confused about how to behave, whether assertively or in a caring manner. On this account, I found that often women conformed to role expectations held by others and themselves, but also wanted to adopt assertiveness at the same time, leading to multiple personalities and expectations. Nienaber and Moraka (2016) note that despite the cultural and social expectations women carry, they need to be conscious of empowerment at an intuitive level by having a voice. Therefore, women are better suited to navigate the roles and behaviours, being mindful of social expectations of them, but without conforming to these expectations. Particularly an understanding of how they carry those expectations professionally and personally is important for women (Calvert & Ramsey, 1992). In general, the men stated that they expected women to be critical contributors in the boardroom. However, most women felt a disregard of their contributions, which resulted in women treading cautiously in submitting criticisms, as men did not accept it easily, particularly when coming from black women. I found that although white, Indian and coloured women also felt that their opinions were disregarded at times, they ignored those attitudes and focused on having their voices heard.

I found contradictory responses in Case D, whereby its board chair, Arthur, stated that they viewed women according to how they identified themselves in boards as experts rather than the identity of their gender. However, women in Case D reported on their presence and suggestions not being valued. As part of their fiduciary duty and a need to feel that they were adding value, women felt that they had to ask intelligent questions and probe for more information before any endorsements can be made. Olivia reported that she felt that she needed to be sensitive in carefully presenting her views, being mindful of sentence constructions and use of words, and often have to back up her arguments with some research. In Case F, I also found that confidence and self-assertiveness were critical for women to succeed, but I also discovered that irrespective of whether women behave assertively or less assertively, there was still no win-win situation for them. Therefore, the challenge for women to adjust their behaviours lead women in a double-bind position because any kind of performance or behaviour is evaluated negatively (Kakabadse et al., 2015). However, women should be valued as value-adding members and not just for roles associated with stereotypical gendered emotion work (Letherby, 2015).

#### **8.4.5 Black women face development complexities**

Race, gender and class inequalities continue to be entrenched within economic and social structures (Booyesen & Nkomo, 2010; Dlamini, 2013; 2016a; Nkomo & Ngambi, 2009). As discussed before, intersectionality of race and gender appeared strongly in the thematic analysis, particularly for black women. While feminist research recognises the intersectionality between class, race and gender (Richard & Robinson, 2008), these authors submit that conceptualisations of sexuality are also racialised. Moreover, black women have been considered in need of monitoring in the past (Collins, 1996).

The extent to which black women faced development and socialisation complexities was reported across the cases, but more explicitly in cases A, B, C, D and E, while also reporting on problems that women face in general, without attaching them to race and class. Booyesen and Nkomo (2010) suggest that the intersectionality of race and gender converges, that they influence each other and should not be analysed independently. My study asked open-ended questions on my respondents' gender identity, but not race, but often black women attached their responses to race and gender and white, Indian and coloured women to gender only. In Case A, Busi reported



that the challenges she faced was both the male network and the racial network, which I could sense made her anxious about her network growth, therefore she faced subtle discrimination of not being an insider, but an outsider. Nkomo and Ngambi (2009) found that African women faced subtle discrimination as obstacles to career success. They also found that black female leaders' competence was often challenged and subjected to higher performance standards. Indeed this was the case in my findings, as black women reported that they have to work twice as hard than men in order to gain respect and often have to prove themselves to earn credibility from men, even from black men, but more often from white men. Elstad and Ladegard (2012) report that marginalised groups may feel that even small mistakes can be taken seriously. Mary reported this anxiety that her work was perfectly done to avoid scrutiny from white peers. In contrast, white, Indian and coloured women seemed confident about their competence and the skills they brought and did not report that they needed to work harder. They believed more in bringing their value and expertise to the table, whether it was accepted or not, and they found pleasure in having their voice heard or speaking their minds.

From my findings I established that the historical oppression of a black woman undignifies her as an economic contributor to society; as such, black WoB still face some resistance, but also an inferiority complex that affect their confidence. Juliet (Case C) affirmed that black women in leadership position across industries were subject to stereotypes. My findings regarding black women's identity confirm the argument of several authors who believe that gender identity is rooted in racial identity (Bell & Nkomo, 2010; Booyesen & Nkomo, 2010; Collins, 1998; Dlamini, 2016a), which is designed by social constructions (Booyesen & Nkomo, 2010).

#### **8.4.6 Assertiveness and confidence**

Self-confidence as a way to identify effective leaders has been associated with men and these measures are used to assess the leadership attribute of female leaders (Banks & Banks, 1995:66). I found that unlike white, Indian and coloured women, black women lacked confidence and held back their views, even though they were aware that they had to be assertive.

Across the cases, except for Case A, women reported on the need to be assertive and confident in order to give inputs in board discussions and decision making. The women

in Case B strongly suggested the importance of preparation for board meetings as critical in order to present some valuable inputs to the board. Research shows that women who lack confidence are not able to influence any decision making in the boardroom (Mathisen et al., 2013). This was not the case with Case B board chair, Caroline, who was described as confident and strong, yet she could not influence or facilitate more WoB, although an alternative suggestion is that Caroline was unable to influence decisions because of her being the only woman on the board. In Case E the critical mass was exceeded, but Helen reported that she still could not influence decisions. The lack of confidence from black women in Case C was already discussed, such as being shy, apologetic and requiring validation from men, perpetuating inequalities.

The confidence of Case D women was affected by integration challenges in the boardroom because of lack of industry knowledge. Often mining language and terminologies are a way of communicating in boardrooms, leaving women not understanding what is being talked about. While women on the board of Case D thought that they could adapt quickly, lack of knowledge of the industry affected their confidence and they experienced performance pressures. These performance pressures may make women prone to scrutiny (Kanter, 1977). In Case F, Hazel stated that assertiveness from a woman was not always appreciated, but she encouraged women to do so. Hazel reported that self-assertiveness, particularly from black women, was necessary in order to receive recognition of their inputs from men and white people. Hazel suggested that white people were not sensitive to issues of transformation and that often black people needed to be assertive in those issues. I also found that not only black women but also black men reported challenges whereby they had to affirm themselves to get recognition from white peers; however, my findings established that it was more challenging for black women.

I established that confidence of black women in Case F was a big deal, as they previously had requested a black woman to step down. Blake reported that she did not have the right personality, was not strong enough and was meek and submissive. I noted interestingly that Case F did not have training for board members; hence it could have negatively affected her ability to be a good contributor in the boardroom.



Moreover, the identity of black women is complex, with intersectionality issues and a double-bind position.

#### **8.4.7 Inaccurate assumptions that women do not support one another**

The assumption that women do not support one another came as a strong suggestion in the majority of case analyses, which warranted some interrogation. The CEO of Case A criticised female board chairs with no or few female representation on their boards and I established that he was referring to the board chair of Case B, Caroline. As previously discussed, I could not defer to Caroline as a 'queen bee' because of her affirmations that the business environment was very much patriarchal and testosterone-fuelled and it appeared that she was fighting the gender agenda alone. Caroline reported that more men have tried to hold her back in her life, and much of the support she received came from women. Caroline reported that from her own conviction she felt obligated to ensure that she advances other women and always demonstrates role-modelling behaviour, and that her own private company focuses on female talent development for boards. The realities of Caroline confirmed literature that women will be less supported in self-development and the development of other women (Heckman et al., 2014). One study (Livingston et al., 2012) found that women who focus on the development of other women may even receive negative evaluations from other board members.

Case C women also made strong remarks that women do not support one another. Grace reported that women were also perpetuating inequality, as they are always bound to differ, while men worked well together. From my own experience, the notion that women do not support one another is not always an accurate assessment. During my study, I established that women were burdened by challenging realities of patriarchy and race and constant pressure of managing life, work and family responsibilities. Cotterill and Letherby (1993:74) note as follows:

*We draw on our own experiences to help us to understand those of our respondents, so that respondents' lives are filtered through us and the filtered stories of our lives are present (whether we admit it or not) in our written accounts.*

It is important that I acknowledge that I also experienced feelings of assumptions that women did not support one another and resorted to some women-blaming in my data

collection. Often women were busier and not as readily available as the men were, which I also perceived as lack of support from women. In most cases, constant follow-up was necessary and some persuasion was required to initiate contact with board members for participation in the study. I often criticised when I received a delay from a woman, especially a black woman, more so than when it came from men or women of another race. My expectation was that black women would be readily interested because we share the same race and gender. When these women took time to respond to my e-mails I made follow-ups with some frustration and felt that they were not supportive, while I was more accepting when a man declined the invitation to partake in the study and would be more patient with men. In Case F, the same commentaries that women do not support one another emerged, nonetheless the main argument was that expectations were always higher when it comes to women. My findings agree with literature that suggests that women who decide not to help others for whatever reason are more negatively scrutinised than men who behave in a similar way (Heilman & Chen, 2005).

## **8.5 RETENTION PRACTICES ACROSS CASES**

My analysis of the retention construct sought to understand the opportunities and challenges faced by male and female directors that influenced their retention on boards. I then evaluated these aspects between female and male directors to determine the extent of inequality. I also examined retention programmes to solicit whether any strategies were employed to retain board members. My evaluations also sought to determine the extent to which male and female board members were affected by board membership in their personal lives and how it differs between men and women. A summary of retention practices across the cases is provided in Figure 8.4.

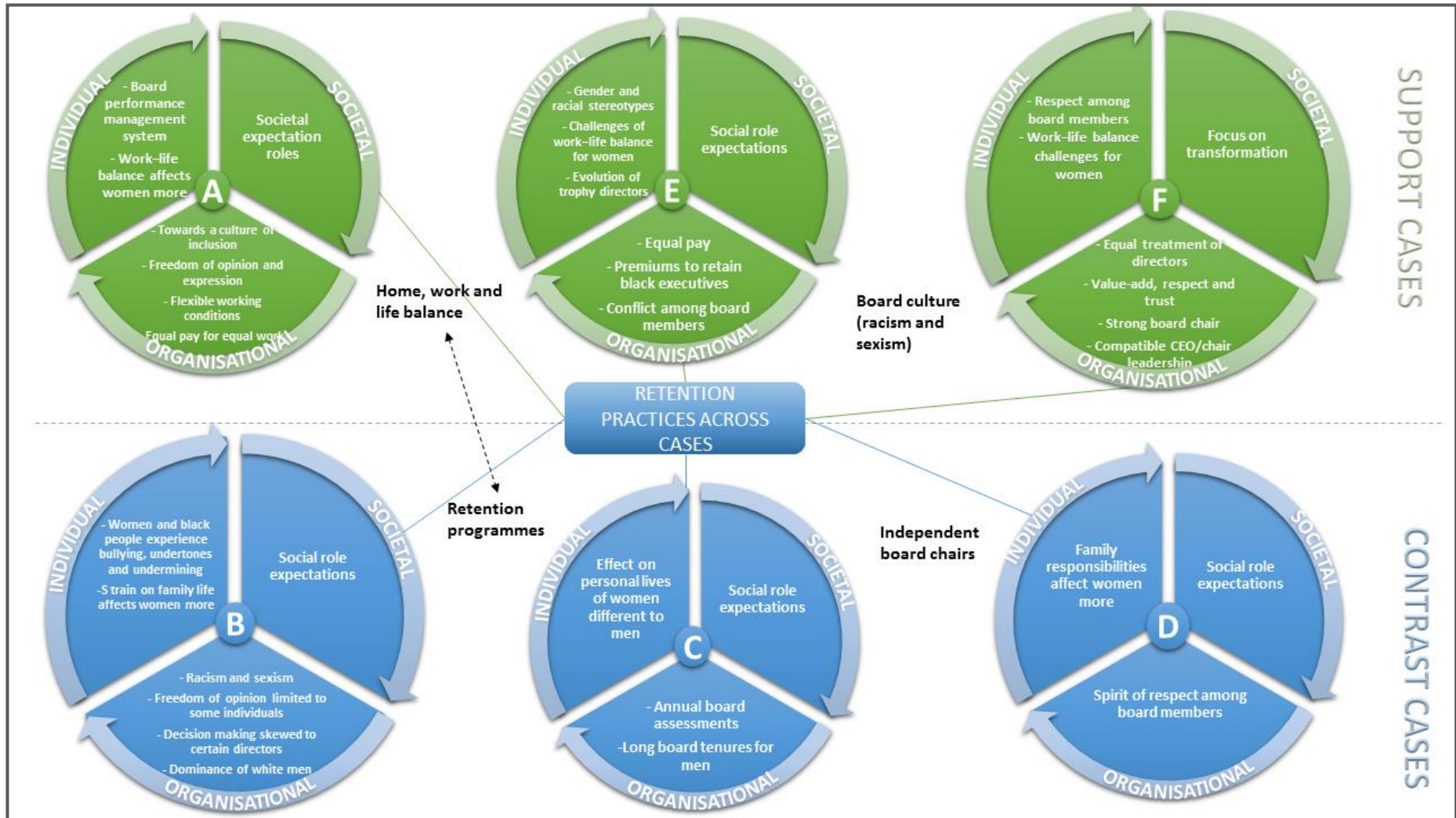


Figure 8.4: Retention practices across cases

### **8.5.1 Board culture (racism and sexism)**

My findings from the majority of respondents showed that not the critical mass, but boardroom culture and leadership determined their retention on boards. As previously discussed, a male-dominated culture characterised by gender bias, stereotypes, racism and interracialism generally describes mining boards. My findings in support cases, particularly A and F showed an inclusive culture than in contrast cases, with the exception of Case D, which reported mutual respect among board members. Cases B, C and D signalled racism and sexism, with Case B providing explicit details regarding the extent of sexism and racism.

### **8.5.2 Home, work and life management**

Role expectations and experiences between men and women are gendered (Cotterill et al., 2007). Acker (1980) affirms that families are greedy institutions, making women with home responsibilities expected to suffer a double burden of paid and unpaid labour. Across all the cases, women reported facing various challenges of managing work and family life, a challenge that was extensively reported in literature (Botha, 2013). Stanley (1990) argues that feminist research should challenge traditional methods critically by focusing on women and men's experiences. From the onset of this research, men had been involved in the conversation. While men reported some challenges, my findings highlighted how women and men were affected differently in terms of managing home, work and their careers.

Case A women reported on the double burden of managing their professional careers and their family responsibilities, while the CEO of this case reported on health concerns as a result of CEO responsibilities. In Case B, Catherine, who is married with children, reported that it was impossible to attain the balance between work and family responsibilities. While she narrated the financial benefits of being an executive, it negatively impacted her marriage and expected motherly responsibilities. She felt that white men were not affected as she was, as most of them had stay-at-home wives. The CEO where Catherine is appointed, Chris, suggested that unlike nurturing, a role he reserved for women, male directors face performance pressure associated with board responsibilities, which I argue women also experience. Davies-Netzley (1998) also found that CEOs deem family responsibilities to be women's role, which they

affirm is associated with gender role categorisation. This is precisely why Chris defined family care roles are designed for women. William (CEO Case C), Arthur (chair Case D) and Owen (CEO Case F) shared the same sentiments as Chris that the effect board roles have on personal lives emanates from men's responsibilities of being board members, not family responsibilities. These are assertions of a social construction of gender roles consigned to women and men, expressed in women's roles and expectations as caregivers and nurturers (Cotterill et al., 2007; Hochschild, 1989). Therefore, women face dual role expectations that force them to balance conflicting difficulties of professional and personal lives (Moore & Buttner, 1997).

In Case C, a direct example that showed that gender role categorisation perpetuates inequalities came from the responses of Juliet, who reported that a need for women to prove themselves due to their own expectations and that of others posed challenges for women to manage the demands of work and family. Grace's story is probably an example to present in the discussion of the difference between the role expectations of men and women. Grace enjoyed the support of her husband, who, when he was still alive, assumed the family responsibilities while Grace pursued board roles. After his death, Grace had to redefine her roles and focus on her family. This shows the importance of spousal support for women to make it up the ranks. Grace's realities are in line with the finding of Koch (2015) that women's career decisions rely on the compatibility between career and family. In addition, some women were forced to choose between a career and family. A typical example is Olivia (Case D), who opted not to be married and not to have children and made her career a priority. Case E provided insight into how married women with children relied on spousal support to be able to attend board meetings and run a successful career. Equally so, I generally established that married male board members with children similarly relied on spousal support to be successful.

My findings suggest that women and men face different pressures in managing their careers. Male board members concern themselves with work, relying on spousal support, while women often have to juggle between family and work. My findings show patterns of men and women behaving according to the stereotypes associated with the social role they occupy (Boulouta, 2013; Eagly, 1987), which promotes inequality.

### **8.5.3 Retention programmes**

Case A demonstrated practices of creating flexible working conditions for women. Furthermore, the CFO communicated her commitment to equal remuneration for equal work, which is also in accordance with the company's labour policies. This is important to observe, as reports continue to exist that there is unequal payment between women and men on boards (Motshegwa, 2013; Singh & Vinnicombe, 2004). Case E reported on equal pay of board fees, but some higher premiums were paid as retention strategy to retain black female directors, particularly in executive positions. As discussed previously, remuneration was a cause of conflict board members in Case E. Across the cases, the companies reported on the board performance management system. The process followed involved ratings between board members and one-on-one feedback by the board chair. Case C reported no initiatives for retention on boards, no retention schemes and no share options.

My review of board tenures of the members of the board of Case C showed that most of them had been with the company for more than ten years and had developed strong relationships. Directors who have been serving on the same board become comfortable with one another (Storvik, 2015), and as such do not prioritise succession planning, which was my finding in Case E. The reputation of a board member is one aspect that was reported across the cases that needs to be safeguarded; this contention was mutual between men and women.

### **8.5.4 Independent board chairs**

I established that the majority of my respondents applauded their board chairs for independent and strong characters and treating every member of the board equally, regardless of their identity. Further reports acknowledged the exemplary commitment from female board chairs for their competence in their roles, although I established that Caroline was overpowered in decision making. In line with the finding of Eagly & Carli (2007), women are more transformational than their male counterparts, particularly in relationship management and giving support. I deemed Hazel as a successful board chair, as she believed that she was responsible to set the tone of the board, but also benefited from CEO support. Further women were appointed as value providers, not just to comply with legislation. According to Hazel, arguments in the boardroom were

based on principle, not gendered; hence, there were fewer factions in the board. This finding demonstrates the already stated benefits that women enhance board independence (Colaco et al., 2011; Terjesen et al., 2009). However, it also depends on the support the chairwoman receives, which Hazel was privy to, unlike Caroline (chairwoman, Case B).

## **8.6 CHAPTER CONCLUSION**

The TM of directors in a male-dominated mining sector demonstrates structural barriers negatively affecting the success of WoB representation. My overall finding was that much attention was paid to recruitment, neglecting the development and retention of directors in a culture of gender, race and role stereotyping and salient and concealed discriminatory practices. The same applies to all TM literature or studies.

In relation to TM practices, the industry male bias that was largely unreceptive to the membership of women stemmed from a culture of sexism and racism and the perpetuation of patriarchy. The board with the most female representation was a result of changing the leadership of the organisation to reflect a character that was sensitive to transformation. My findings further revealed strong intersectionality between gender and race and the way in which they contribute to unique experiences of oppression and privilege. Regardless of the skills and education black women possessed, they were exposed to hostile cultures and some women lacked knowledge of how to deal with such cultures. Some reported effects were psychological effects of low self-confidence of black women, also observed in literature.

Phillips (1995:82) asserts that quotas defy social arrangements that have systematically placed women in a subordinate position. The majority of my respondents, particularly the women, appreciated the value of South African legislation, which enforces female participation and gender equality in the mining sector' however, their voices were silenced due to tokenism, resistance and an inhospitable board culture with gender stereotypes and bias. While quotas enabled organisations to act promptly to identify women to serve on boards, sexist and racist impediments affected the integration of women into South African's most male-dominated sector. A gap was found in my findings. First, TM was viewed as an operational imperative, and not for boards. The disregard of the internal talent led me

to identify motions of an invisible barrier termed glass ceilings, which are strategically constructed to discriminate against the recruitment of internal talent. Second, companies limited ED positions to only two vacancies, which included the CEO and the CFO. A gap exists in this structure, as there is a possibility of increasing executive presence to more than two and that would present the opportunities for women to enter boardrooms.

Regarding recruitment practices, my findings showed that recruitment was mostly formalised but open to bias through the nomination committee dominated by men's networks that controlled the recruitment process. In the majority of cases, men continued to use skills shortage of women as a defence for inequality. My data also showed that recruitment was compliance-based and that most women were appointed as tokens, although the value of women was partly recognised in the support cases. My findings confirm literature (Heidenreich, 2010) that further reveals that even women are recruited from the networks of men. This also caused the rotation of the same directors on boards, creating trophy directors. The importance of the CEO and board chair in influencing the representation of women came as a strong suggestion and this largely depended on a compatible relationship of both to influence changing behaviour.

In relation to the training and development of directors, Kakabadse et al. (2015:272) place special importance on formal training programmes for director growth. My findings reported on the existence of robust induction programmes across the cases, which were valuable in director orientation. My argument, though, is that induction programmes would be less costly if some women in mining were recruited internally instead of external candidates, who may require intensive induction and training.

While the majority of cases provided training opportunities, most were general training and not specific to the needs of directors. Women felt that they had to initiate their own training according to their developmental needs, while the majority of men did not report on that. In one case, women were restricted to the kind of training they may participate in and were informed that they have to pay for their own training. In one case, a training budget focused on management development programmes, but those exposed to such opportunities were still disregarded for promotion to boards. There was also a general sense that directors do not really require training, as the assumption was already there that they can perform at a strategic and board level; this suggestion



came from mostly from male directors. The majority of women saw the value in training opportunities to enhance their growth. Across the cases, mentorship was informal, but relationships between men and women in a mentor–mentee relationship were mostly recognisable. One interesting finding was the comment from the board chair of Case A, who mentioned that he was mentoring one of the women on their board and stated that she will succeed him as board chair. While these were positive results, it still proved that men control recruitment decisions.

Women across the cases reported on facing performance pressures of feeling that they have to work twice as hard as men to gain recognition, regardless of their qualifications and experience. In general, women faced dual responsibilities whereby they needed to balance family with career needs. Because networking often occurs informally in activities such as golf, women also felt excluded from those activities and would receive subtle comments that golf is a sport for men. Women also felt that they were responsible for the development of other women and may be rated negatively if for whatever reason they were not able to help. Women felt that they needed to be assertive and stress their viewpoints for their value to be realised. These behaviours were often considered as not womanly and these women were labelled as aggressive, while elsewhere where women demonstrated more feminine characteristics, they were regarded as less confident and not possessing leadership skills.

More than any other racial group, black women faced racial and sexist stereotypes and most reported that they were affected by race more than gender. Black women explained how their inputs were often ignored. They also felt that more than any other racial group they needed to prove themselves, especially to earn the respect of white men.

Across the cases there was generally some assumptions that women do not support one another, which I established as inaccurate, because of my own experience when I could not secure interviews from women. I also assumed that women were not supportive, but I was less critical when a man declined to participate. I then realised my own bias of having certain expectations from women and judging them harshly if for some reason they declined participation.

My findings showed that the majority of black women were less assertive in the boardroom than women of a different races and men. Some black women were often reported as shy and apologetic. According to literature women who behave that way lack of understanding of freedom and consent to servitude, which perpetuates inequality (Hekman, 2015; bell hooks, 2000). The critical mass theory asserts that negative behaviours from men is a result of women's numerical representation. The theory suggests that more than three female representation may boost the confidence of women to be more vocal and confident about their inputs. However, even where women were better represented, they were still reported to be less assertive, except in Case F.

Regarding the retention of directors, my findings were in agreement with literature that women's retention was affected by their ability to balance work, life and family responsibilities (see Koch, 2015), as extensively discussed. While women were concerned about child rearing, most male directors worried about the business, and some male directors believed that the responsibilities of child rearing were for women. Hence, women were forced to choose between a career, a family or both, or even staying at home to take care of family responsibilities.

In this chapter, I presented a multiple cross-case analysis that highlighted the main similarities and differences across the cases and between the support and contrast cases. This analysis has implications for the theoretical understanding of why women remain underrepresented on mining boards.

## CHAPTER 9

# CONCLUSIONS, CONTRIBUTION AND RECOMMENDATIONS

### 9.1 INTRODUCTION

A poor representation of WoB worldwide is an undeniable reality, which has attracted governance research, yet with sparse research on why the talent of women is disregarded, with women continually excluded from leadership positions. Extensive research provides annual statistical information, such as that by Catalyst, on the representation of women in various industries across countries to create awareness of women's continued poor representation on boards. A further stream of research argues for recognition of the talent women bring to boards using the business case. The equality case, advocating for the moral obligation and right of women to be represented in leadership positions, has gained momentum and legislation has become a yardstick to compel listed companies to improve WoB representation, again receiving contrasting negative and positive views in practice and in research.

I found that little research was available on how talent is constructed on boards considering an integration of TM practices (recruitment, development and retention) to facilitate the representation of WoB. The research is either sparse or individually investigated with no integration of TM practices in a single study. The importance of this study is distinctive, as it critically examined TM by studying the experiences of female (and male) directors in South Africa's most male-dominated sector, mining, using the African feminist approach. As described in sections 1.6, 2.7. and 4.7, African feminism provided me with the opportunity to study gender identities in relation to South Africa's history of colonisation and apartheid, which history entailed mining as instrumental in constructing labour structures, gender inequality, identities and culture (Steady, 1996), but also how historical roles of men and women continue to affect gender identities and social constructions (Nkomo & Ngambi, 2009) and how their talent is exercised. This study contributes to knowledge in the area of Western theories that studied gender in Western contexts and used Eurocentric frameworks, but has a specific focus on the issues in the African context. I addressed Steady's (2007) concern

of the tendencies of scholars of generalising Western theories in women's studies and gender to African contexts. She believes that critical research focused on women's studies, from an African perspective, would present unique findings on how identities (that of women and men) affect their experiences (Nkomo & Ngambi, 2009). It should also be recognised that all African countries that were exposed to colonisation will bring different experiences and results (Goldman, 2016). Indeed, a critical research from an African feminism perspective afforded me the opportunity to understand differences of marginalisation in a differing unique perspective (see Cole et al., 2007), namely that of the South African mining sector. This approach presented a distinctive research opportunity, whereby I applied the meso-level approach to consider the unique historical, cultural, socio-economic and political pragmatisms of women in the postcolonial background in which South Africa finds itself. Further contributions emanated, whereby the intersectionality of gender and other aspects addressed how respondents differed and corresponded, which was intrinsically interwoven in this study. Another benefit of the study on which this thesis reports is that it addressed the limitation of the majority of previous WoB research that focused on women's own experiences and excluded men from the conversation, also observed by Dlamini (2013).

This chapter concludes this thesis, in which I present a summary of conclusions and new theoretical contributions that emanated from this research in relation to literature. I also provide an assessment of the approach and methodology that I adopted in relation to its contributions and new areas that emerged that needs further research. I restate the research questions used to provide the implications of my research based on the findings, gaps and theoretical contributions. I also offer in this chapter detailed policy and practice recommendations and further research prospects. I end with my own reflections on the study, discussing what I might have done differently and how this research changed me as a researcher and as a person.

## **9.2 RESEARCH OBJECTIVES**

In order to orientate the conclusion of this thesis, the primary research objective is repeated here, which was to explore the TM practices on the boards of mining companies to improve the representation of WoB of South African JSE-listed mining companies. The initial research questions are also restated and are used to frame the

discussion of the main findings, conclusions and recommendations for further research in support of the research objectives.

### **9.2.1 Main research question**

- What are the talent management practices applied to appoint women in the boards of mining companies?

### **9.2.2 Sub-research questions**

- Does talent management practices aimed at board level exist in selected companies?
- How are female directors recruited to the board of directors with reference to the selection criteria and process followed for appointment? Does the process differ for men and female directors? If so, how and why?
- How do mining companies employ initiatives for the development of female board members to effectively discharge their responsibilities? What are the development opportunities and how are the most appropriate ones selected? Do they differ according to gender?
- What methods and approaches are applied, if any, to ensure that organisations retain female and male directors?
- What are the daily experiences of female directors in the boardroom influencing their decisions to serve or leave the board?

## **9.3 TALENT MANAGEMENT PRACTICES AT BOARD LEVEL**

### **9.3.1 Current and historical male bias**

TM in mining boards is impeded by a patriarchal system emanating from a gender social construction that dictates men as the dominant group and women as subordinates, which disputes the goals of feminism. The historical and current male bias of most men in the mining industry is still engulfed in persistent stereotypes and attitudes, which impede the integration of women in mining from operational levels to the boardroom. The language used throughout most cases in the quotations was interesting – it is never ‘men’ and ‘women’, but ‘men’ and ‘ladies’ (the latter which is actually a value-loaded term. My findings confirmed the research of others (Butler &

Landells, 1995; Cotterill et al., 2007; Dlamini, 2016a; 2013; Humm, 1996; Jackson, 2003) that women of all races experience sexism from men and that prejudice stems from the intersection with race, age, ethnicity and social class. Black men are also affected by stereotypes on the account of racial identities and although white, Indian and coloured women were affected by sexism, they did not report on their race as reason for prejudice, as black women and men did. Similarly, Indian and coloured men did not report on prejudices on boards on the account of their race and gender. I found that white men were the dominant group in boards, regarded as the 'most talented', the ones who held power and their identities put them in a privileged position in the mining sector. Black women, unlike white, Indian and coloured women, felt that their talent was recognised based on how they strike a chord with white men, not challenge them, but boost their confidence and work harder in order to earn their respect. White (and even black) men viewed competency of black women in relation to their submissive nature and not the talent for which they were appointed. Hence, they (black women) were stigmatised or deferred as quota candidates rather than value-adding members, consistent with the tokenism theory. Being deferred quota candidates, black women felt insecure, which affected their confidence and made being assertive seemed necessary, while treading cautiously not to step on the territories of white men. While white, Indian and coloured female respondents were also affected by gender stereotypes, they were silent about the extent of prejudices, ignored sexist attitudes and politics and focused on their board roles and exercising their talent. Although black men were also doubted by white men (consistent with tokenism theory), they stood their ground by speaking their minds and not allowing being undermined or disregarded based on their race.

An industry bias whereby there were suggestions that women would be better contributors in less male-dominated industries was also the main contributor to negative stereotypes. This industry bias was reported in previous research as the impediment to explore the talent of women (Burke, 2000; Bilimoria & Huse, 1997; De Jonge, 2014; Fryxell & Lerner, 1989; Harrigan, 1981; Singh Kang, 2012; The Corporate Board, 2014). Therefore, the implication was that mining as an occupation is still associated with male identities, deemed as an industry devaluing talented women because of its marketplace. However, my analysis revealed that even in boards of companies where most consumers were women, men still dominated boards.

Therefore, women continue to be minorities even in industries where they compose of the large share of the market. This suggests that industry occupation is constructively gendered and biased towards men, regardless of the industry.

### **9.3.2 Gender equality policies and quotas**

To align TM and gender equality on boards, the formulation and implementation of policies are vital. While some companies developed gender diversity policies, the majority disregarded the promulgations cited in the policy. Therefore, the value of quota legislation facilitates women to enter the mining industry. Many beliefs resonated that the mining industry will only transform if compelled through a stick approach (compelled by a quota legislation). While Kogut et al. (2014) regard quotas as enablers of redistribution and restructuring of power in society, quotas only benefited few women, which were mostly from the networks of men and part of the elite (club), perpetuating inequalities. Most companies suggested that women should not be less than 30% represented. I agree that this target signals a continued perpetuation of inequality by citing the assertions made by Dr Phumzile Mlambo-Ngcuka that “talk of quotas of about 30% for women is actually 70% affirmation for men. But this is not even questioned” (Dlamini, 2016a:43).

### **9.3.3 Invisible barriers**

No TM programmes were reported at board level, but most companies had developed some TM programmes at operational and support functions to train and develop women in mining. These programmes were proven ineffective for the progression of women, because of invisible barriers, termed ‘glass ceilings’. Women were mostly appointed within men’s networks to boards in independent roles or as INEDs. Although director independence is consistent with the agency theory for effective monitoring and women were found to be better monitors, this created glass ceilings, leaving the internal talent of women untapped. Furthermore, the convention in boards is only two executives (internal EDs, usually the CEO and CFO) on the board, while the rest of board members are non-executive or independent. This structure also excludes internal talented female candidates with operational experience from rising up the ladder. For example, the norm of only two (internal) executives on boards made up of a CFO and CEO restricts women, as most CFOs and CEOs are white men in mining

companies. As discussed in Chapter 3, in CEO positions 52 men dominated at 94.5%, and white men accounted for 43 positions at 78.18%. Similarly, 42 men dominated CFO positions and white men accounted for 35 of those positions (83.3%). I argue that the development of internal staff at operational levels is an opportunity to recruit members internally and increase internal EDs to four, providing space for women, even to prepare women for executive positions and progression to CEO positions.

## **9.4 RECRUITMENT PROCESS AND CRITERIA FOLLOWED TO APPOINT FEMALE AND MALE DIRECTORS AND HOW AND WHY THE PROCESS DIFFERS BETWEEN FEMALE AND MALE DIRECTORS**

### **9.4.1 Biased nomination committees**

Biased nomination committees dominated by men recruit talent from a thin pool of the networks of men (the club), which coincided with the findings of several authors (McDonald & Westphal, 2003; Perrault, 2015; Sorenson & Stuart, 2008). Networks and associations among men give them power to control the recruitment process and women are less involved, not involved or are excluded in recruitment decision-making, as also found by Szydlo (2015). The same practice of shoulder-tapping recruitment is used in the mining sector and indicate an entrenched practice that will be difficult to change (Burke, 1997; Conyon & Mallin, 1997; Hawarden, 2010; Hawarden & Marsland, 2011; McGregor, 2003; Szydlo, 2015).

### **9.4.2 Different and stringent recruitment criteria for women**

I found that the talent of women was subject to higher expectations, as varying criteria are applied for the recruitment of male and female directors. Often women are subjected to stringent recruitment criteria such as a degree in mining engineering, as well as mining and board experience. Consistently so, literature suggests that higher expectations such as higher qualifications are often required from women (Burke, 1997; Sheridan & Singh, 2002; Singh *et al.*, 2008; Vinnicombe, 2004). Women are becoming more educated, even more so than men (Ellwood & Garcia-Lacalle, 2015), yet still, men believe that women are still not qualified enough for the mining sector. This should not be an excuse, as women can be 'developed' (one of the TM legs) to successfully discharge of this duty. Although the majority of women who serve on the



boards of listed mining companies lacked mining experience, they possessed education in accounting, finance, law and medicine, which means that not only a mining engineering qualification is the required qualification for boards.

Another criterion was few board membership commitment, which was made an excuse of low female representation in mining boards, claiming that suitable and appropriately qualified women were already overcommitted to other membership directorships. The same principle applies to men, showing that boards are 'clubs' with restricted membership (see JSE, 2017). Another criterion was ethical conduct of a member – this made sense, as literature suggests that women are more sensitive to ethical behaviour and empathy (Post & Byron, 2015) than men. However, it would be expected to see more women on boards due to their perceived ethical conduct, yet men still dominate mining boards.

Social identity theory in the context of WoB research holds that male directors prefer people like themselves, implying that talent is fixed, based on social construction, as was prevalent in this study. The same was reported by Allemand et al. (2015) that often current CEOs or previous CEOs are preferred was also stated. It is known that women hold only three (5.45%) of positions in JSE-listed companies, suggesting that women are deliberately excluded. Another criterion that I found discriminatory was that of experience in listed company boards. Statistics show that there are fewer women on listed boards than on non-listed ones; accordingly, this requisite further adds another discriminatory layer on women in terms of recruitment prospects. The rationale is that the fiduciary duty of a board member does not differ for listed companies. The roles and responsibilities are often similar, requiring the same contributions and commitment.

#### **9.4.3 Board chair and CEO as drivers of WoB facilitation**

In line with power perspective theory and upper echelon theory, that CEOs and board chairs can use their power to influence decisions, this research proved that effective TM relies on support and complementary leadership of the board chair and the CEO. Although women were the main champions of WoB, the importance of leadership influence of the CEO and board chair and compatible leadership was regarded as vital in facilitating more WoB representation. Moreover, these leaders are instrumental in

creating an inclusive culture of women as valuable and talented contributors and acting as role models (men) in organisations.

## **9.5 INITIATIVES EMPLOYED FOR TRAINING AND DEVELOPMENT OF DIRECTORS AND HOW THEY DIFFER BETWEEN MALE AND FEMALE DIRECTORS**

### **9.5.1 Robust induction programmes**

Robust induction programmes are of value, particularly in exposing new members to mining operations; however, they were reported as costly and time-consuming. This is a consequence of disregarding the nurturing of internal talent, rendering the agency theory not effective for improved WoB representation. However, the talent of women as insiders, outsiders, experts and business and support specialists, consistent with the resource dependence theory, needs to provide a lens with which the talent of women is fully actualised. My assessment was that the external recruitment of women with no mining experience contributes to their low levels of confidence to partake in board conversations. Some examples were used by women in Case D, Precious and Olivia, who suggested that sector language was a way of communicating in the boardroom by using mining and engineering terminology that they did not understand. Therefore, I emphasise that disinvesting in the internal talent of women is another glass ceiling exercise that restricts women from advancing to boardrooms (Adler, 1993; Yousry, 2006), again entrenching practices that will be difficult to alter.

### **9.5.2 Training vital for women, but not custom-designed, not supported**

Most men in the study believed that learning occurred through doing and that persons cannot be trained for boards because of the assumption that board members already possess the requisite skills to participate at that level. This is contrary to the finding of Kakabadse et al. (2015) that regardless of skills and expertise, individual human capital differs over time and therefore board members should be exposed to regular training. This would be beneficial for both men and women to effectively discharge their responsibilities.

The women in the study believed that constant training was important to grow their talent and skills, particularly to understand mining business operations. However, most training was not custom-designed to improve the skills of some board members.

Another limitation that hindered development was found from one director, who suggested that women abuse training opportunities, and often contested training opportunities for women. According to Gustafson (2008), denying training opportunities for women isolates women from networks where socialisation and networking opportunities take place, which was the case in my analysis. Kogust et al. (2014) assert that women's increased networks may break up the custom of the old boys club. Consequently, challenging training opportunities maintains inequality and strengthens networks of men and not women.

### **9.5.3 Informal mentorship**

It was difficult to measure the impact of informal mentorship as a way to nurture talent as reported by my respondents. Men and women used informal mentorship differently. Consistent with the social identity theory, men sought advice from one another and further established trust and associations among them, while most women in my study felt that it was their responsibility to mentor other women and bring more women in mining. My study confirmed the results of past studies that successful women in boardrooms were approached as prospective mentors. Many women received numerous requests for mentorship, which were at times strenuous due to their work, and family demands. These challenges confirmed the contention of Hochschild (2003) that often women take on responsibilities that may overwhelm them because of others' and their own expectations, again pointing to social construction of identities whereby expectations are higher for women, consistent with the social role theory.

### **9.5.4 Double-bind situation for women**

I found that the gendered social construction of identities created a double-bind position for women. These are assertions made by Cotterill et al. (2007), who affirm that any woman in male-dominated professions would be confined to a double-bind position. Women were often expected to be experts and further show kindness, care and support. In line with Hochschild (1990), my study also proved that it was considered not womanly to show assertion, which was often regarded as aggressiveness, as also explained thoroughly by Helen in Case F. My study found that women cared about humane aspects such as mining health and safety, mining communities, and employees. This resulted in men ignoring human rights issues and

claiming it as women's agenda, perpetuating gender social constructions according to social role theory. My study agrees with several studies (Barker, 2012; Diekman & Schneider, 2010; Eagly, 1984; Hochschild, 1990, 2003) that found that women are regarded as emotional beings while men are associated with rationality, based on gender social construction.

#### **9.5.5 Performance pressures of women**

Consistent with the social role theory, child rearing as a stereotypically role assigned to women confined women to family responsibilities and unavailability for networking opportunities. Men used golf as an informal networking opportunity to socialise externally and strengthen their networks, also found by Glass and Cook (2016). Women also found themselves in an identity crisis of having to adjust their character to feel that they belong. Mary Case B demonstrated how one's sitting posture would be used to evaluate the confidence of a woman. The talent of women was also assessed by use of language, sentence construction and use of words, and factual information was necessary to back up their arguments in order to be believed by men. The voices of women were silenced to the extent that inputs from women would be disregarded, yet the same input would be entertained when it came from men, denying women their voice.

An interesting part of this research was the manner in which race, class and gender intersected and affected women and men differently. What came out stronger in the analysis was that black women, more so than other women, reported that they experienced subtle discrimination while others experienced blatant discrimination. Subtle discrimination entailed personal and professional relationships among men and among white people, consistent with social identity theory. In line with role congruity theory, blatant discrimination was of higher expectation of performance from black women, having to work extra hard (including striking the chord with white older men to earn their trust and respect), dealing with cultural expectations from black men, and pressures whereby they could not even afford to make a single mistake. I established that these performance pressures affected the confidence of black women, of which most opted to be less assertive and being apologetic. My study shows that black women's identities are still fractured into varying expectations and stereotypes coupled with consistent prejudice and lack of confidence. These findings led me to conclude in

agreement with others (Hekman, 2015; bell hooks, 2000) that black women have not yet experienced freedom and actualisation of their talent due to structural environments that do not see them as equals.

Women also faced the pressures of supporting one another, and if for whatever reason they could not do it, they were evaluated negatively. I found that it was easy to suggest that Caroline (Case B) is a queen bee, as she was the only woman on the board. However, a critical analysis of the case revealed that Caroline was exposed to an entrenched sexist culture, which she referred to as testosterone-fuelled. In line with Broome (2008), a woman who serves alone in the boardroom may be careful in discussions in which they participate and may make a mindful decision to not 'rock the board' to allow their suggestions to be taken into consideration, consistent with tokenism theory. Even when the woman sat on the nomination committee, such as Caroline, who is the board chair of Case B, she might tactfully place emphasis on more female representation apologetically. I found that Caroline was in conflict with culture that showed resistance to the development of other women, in line with literature (Heckman et al., 2014; Rudman, 1998) and was diplomatic in her emphasis on more WoB.

## **9.6 METHODS AND APPROACHES FOLLOWED TO RETAIN DIRECTORS AND HOW THEY DIFFER BETWEEN MALE AND FEMALE DIRECTORS**

As talent was generally viewed as 'fixed' on boards where preference of recruitment is people with similar identities, in general, there were no retention strategies and succession planning in boardrooms. However, one case, Case A, reported on the recognition of women's greater responsibilities and offered many benefits, such as working from home, allowing women to send inputs via the board chair if they could not attend meetings and commitment to equal pay for equal work. The remuneration of directors was transparent, although some salaries of executives were contested. Some incentive premiums were paid to retain black female executives who were reported to be prone to poaching, because having black WoB ticked the box twice (the gender and the race tick) to earn Mining Charter points. Therefore, I established that black female recruitment subjected them as tokens, consistent with tokenism theory,

and because they were perceived to be less confident than other women were, they were a lesser threat to men to challenge them.

## **9.7 DAILY EXPERIENCES OF FEMALE DIRECTORS INFLUENCING THEIR RETENTION ON BOARDS**

The daily experiences of female directors varied according to the culture of the company, leadership and individual identities. The main finding was that little progress was made by mining companies in terms of challenging gender and race bias.

### **9.7.1 Polluted culture**

The male-dominated culture was largely not receptive to the membership of women and did not value the contribution from women, particularly black. While white, Indian and coloured women were mostly discreet about their experiences in a male-dominated culture, they emphasised that the culture needs to change and more women needed to be recruited to boards. Black women were more direct and provided frank inputs regarding their respective environments, especially in terms of race and class. Black women reported that even black men experienced racism, but knew how to deal with it better than black women, who were the lesser and last in power positions. The extent of racism was demonstrated by reports of bullying, undertones and undermining of black directors. White male directors were reported to be dominating in board discussions and often undermined the contributions of others. Black women who reported that white male directors respected them believed that those white men were pretentious, implying a lack of trust. These women also remained silent to their board chairs about the board culture, which they felt did not respect or value their views. In this light, my research concludes that positive and negative experiences are not gendered, but depend on the organisational culture, attitudes and behaviours of board members, and how the board chair manages those relations.

### **9.7.2 Who has a voice? Which talent matters?**

All women emphasised that it was important to them for their talent to be recognised. Women generally reported that men did not appreciate a varying view, and that it was either taken personally or ill considered. Furthermore, difference of opinion among women was made an issue of gender, not principle. For example, the remuneration

argument in Case E was made a gender and race issue, rather than taken as the normal behaviours of directors who disagree. My findings further showed that gender stereotype design by men expected women to contribute (although their contributions did not count), but also act compliantly or submissively. Thirty years after Eagly's (1987) study, it is clear that although some women obtain board memberships, their inputs are not considered valuable. Most black women felt that they had to earn the trust of white men by not threatening their space and acknowledging their experience, and that only then do they value their input. In fact, Daisy (Case E) reported that white men should a woman as a man, and only then do they respect the woman. This implies that not only does the talent of only white men matter, but they also hold power and are a dominant voice.

### **9.7.3 Value of the critical mass**

While the critical mass theory holds that women's talent is recognised when the number of WoB is sufficient, my findings showed that the value of the critical mass was not effective in the majority of cases, except in Case F. Even in the board where women were more than four, the board culture was still male-biased and women's contributions were still undervalued. As a result, my findings challenge the theory of the critical mass, which suggests that the value and contribution of women would be more valued when women are three or more in number (Granovetter, 1978; Kanter, 1977; 1987).

## **9.8 RESEARCH RECOMMENDATIONS (POLICY AND PRACTICE)**

If considered well, policy and practice recommendations have the potential to provide implementable and realistic objectives for which mining companies can aim, provided that men and some women are prepared to heed them.

- The BoD should demonstrate commitment for the increase of WoB through working TM practices. Mining companies should emphasise the value of WoB representation as both an equality (moral) obligation and the business case. To attend to the moral obligation, this study recommends a legislative provision of 50% representation of women on mining boards. I agree with Gregoric et al. (2017) that without quota laws, WoB representation will be very low.
- Black women should comprise the critical mass, implying that there should not be fewer than three black women on a board. A critical mass of black women

should hopefully achieve Kanter's (1977) suggestion that women may confidently submit their views if their number is increased. Organisations such as the 30% club for WoB and the JSE-listing guideline of at least 30% of WoB imply that "30% for women is actually 70% affirmation for men. But this is not questioned" (Dlamini, 2016a:43). I question this, as equal opportunities mean that women and other marginalised groups should be given an equal opportunity to contribute meaningfully to the economy. Therefore, setting a 30% target for women compromises gender parity and perpetuates inequalities and tokenism.

- Many women affirmed that the mining industry was perverse and unless the industry was compelled by legislation to transform, no changes will be realised, or the industry will conform to the bare minimum. Therefore, legislating gender equality on boards would be the first step in addressing this problem.
- I recommend that companies must legislate quotas, but it must be meaningfully executed to ensure sustainability and improved financial performance in mining companies. The business case suggests that WoB bring unique and valuable skills to the board, which may in turn improve performance that may positively impact firm value (Campbell & Mínguez-Vera, 2008; Hillman & Dalziel, 2003; Huse et al., 2009). I agree with the suggestion made by Choudhury (2014) that the business case argument can only work if nomination committees are not subject to unconscious or ingrained bias towards individuals of different genders (and also races). Furthermore, the business case may be realised if women are allowed to competently utilise their skills optimally, and also if gender equality in companies is viewed as part of the long-term growth strategy of the company.
- Leadership sets the standard for gender equality and providing a culture of equal opportunities and inclusivity for the representation of WoB. Equally so, the CEO and board chair should sign a declaration of commitment to this cause. The CEO should drive the agenda for gender equality at all levels in an organisation by designing a plan to advance women to boards and should emphasise the business case for female representation. Therefore, workshops should be designed to facilitate and nurture the relationships of board chairs and CEOs to be complementary to support and facilitate female representation at all levels in the organisation.



- Given the nature of the male-dominated mining industry, I infer (ironically) that gender equality will only be taken seriously when it comes from a man. Overall, the leadership of the organisation should stress that having WoB representation is not about the numbers, but about tapping into talent that is not exploited, which businesses can benefit from, as per suggestion of the business case. It is about women participating in the sector and contributing to strategy and sustainability of organisations. Moreover, it is also about gender equality and the empowerment of women, about women having a voice and using their power to be self-actualised beings in our society.
- New role models should come from the BoD, including the board chair and the CEO. Role modelling from both men and women who serve on boards demonstrates the importance of managing work and life and reconciling careers with family responsibilities. This strategy has the potential to reduce gender role stereotypes that family responsibilities are confined to women and to a lesser extent to men.
- Mining companies should be enforced by legislation to be transparent about their gender equality goals by making declarations public. These transparent declarations will be a form of accountability for companies and will force them to meet societal expectations. Companies' progress with achieving gender parity must be measured on an annual basis and non-compliance should be penalised.
- Succession plans should be designed and planned to include female directors in the company strategy. Current CEOs should identify, develop and groom internal candidates for the CEO position, which will also direct candidates to take up other board positions in the industry. An effective succession plan facilitated by the CEO will eradicate the persistence of glass ceilings and provide opportunities for women to grow to executive management and board level as suitable CEO candidates, EDs or independent directors.
- Recruitment practices require critical attention. Nomination committees should comprise of a gender-balanced structure that includes at least three female directors. Director positions should be professionalised and formalised through transparent procedures of advertising that will allow qualifying candidates to apply through a formal recruitment process. The reliance of networks in

recruitment perpetuates the power of men to recruit similar people or even encourage director rotation. The formality and transparency in board appointments will increase the pool of female candidates from which to choose, either through recruitment agencies or public advertising. It will also provide equal opportunities for women who qualify to compete based on expertise for the positions. Therefore, I recommend an active search for qualified women instead of relying on a narrow pool supplied by the network of men in the nomination committees of mining companies, as the networks often lack women.

- During the interviews, I asked my respondents whether they had a TM champion at board level. Board chairs were often implied as the main person to drive gender equality on boards, among other responsibilities. Nomination committees should appoint a TM champion (typically an HR executive) who will specifically advise and monitor that gender equality goals are met. The CEO, board chair and the entire board should make gender equality the organisation's imperative.
- As previously discussed, emphasis should be placed on the recruitment of female directors to be sourced internally. This will ensure the eradication of tokenism-based recruitment, as the female directors appointed would have the required technical and mining operational experience.
- Having one woman on the nomination committee will not necessarily facilitate the speedy recruitment of WoB, as was shown in Case B, where the board chair was a woman. Hence, having a critical mass of women in the nomination committees is recommended.
- Appointing women, especially black women, as tokens in the mining sector should come to an end. Appointing women as tokens discredits the merit of women, affects their confidence and leads to their roles being misrepresented. Suitably and appropriately qualified and experienced black women should be appointed, and internal candidates should be earmarked as part of the TM recruitment strategy. Any company that appoints for box ticking is self-sabotaging, because inherently, for a board position, any member should be suitably qualified and have the potential to bring value.
- The recruitment criteria for appointing a board member should be objective, fair

and equitable, but allow some bias towards women to allow gender parity. I firmly believe that in a situation of redress, fair discrimination should be expected without compromising quality until some equality is realised.

- Recruitment practices should also evade director rotation in the industry. My findings showed that the same female directors were rotated in the industry, whereby women sat on multiple board seats. Branson (2007) cautions against trophy directors who are also part of the elite. Evading director rotation in the industry automatically creates space for other women to enter the mining industry. In addition, there should be a limit on the acceptable seats that a director can occupy in a single industry or even multiple industries. One of Broome's (2008) recommendations is for female directors to provide lists of women in their professional networks whom they can recommend for board recruitment if they cannot take on an offer. My recommendations further add to this that women who are on the potential list of female directors should be mentees of these directors, so that when they are approached for board positions, they already know the expectations, conduct and decorum at board level.
- Each female director should have at least three women in the mining space with whom they identify and that they should try to make themselves available for mentorship. In addition, independent director recruitment can be used optimally as a way of attracting more women to the sector; this gives the board the opportunity to search for high-quality women to serve on the board instead of relying on referrals suggested through the recruitment of men.
- To ensure effective training and development facilitation of directors, glass ceilings should be broken by focusing on promising internal talent. Women should further be encouraged to enrol for programmes such as an MBA to increase their business acumen and qualification status.
- The promotion criteria should be made fair and objective; the number of women in executive management and all levels of management should be increased to create sustainability. Performance appraisals should be used to track the performance of women and the CEO should intervene and be a part of appraisals. These women can form a pipeline to serve on the boards of parent company. They may also form a pool of candidates for other companies and

would gain board experience that may be valuable for them to serve on other boards. Every organisation needs to have a binding gender equality policy that covers all structures in the organisation up to board level. The gender diversity policy should be formulated using detailed gender goals and objectives. The policy should ideally have timelines, detailed plans and consequences for non-compliance. Performance management plans should reflect training and development interventions and appraisals should monitor the extent of development and suggest corrective measures if needed.

- To facilitate the retention of directors, a mining career development plan for both men and women in the sector should be developed. Initiatives of flexible career options and parental leave for both men and women would allow both genders to play an active role in family responsibilities and child rearing. Such benefits do not only benefit women, but men as well to be role players in their families, and discourage gendered role stereotypes.
- Change management programmes should be introduced on dealing with racism, sexism and classicism from boards and across the organisation. The extent of these problems create an unfavourable working environment, particularly for newcomers in boards such as women. The extent to which female directors experience oppression in boards would benefit from open discussions about their realities. The reported culture of women and black directors being undermined and bullied and undertones used to discredit them signals continued oppression. The impression created is that black women are not worthy or competent enough to serve on boards. This stereotype caused by inequalities of gender, race and class should be a topic of discussion. For these I suggest forums that deal with this topic in a transparent and open manner. WoB should be vocal and insist on the board increasing the representation of women; women should advocate for gender equality without shame and apology. One of the strategies that may significantly reduce bias, racism and sexism in the mining sector is the use of open forums that are initially separate for men and women, after which the groups join together for a workshop. The purpose of the forums would be to empower women on how to deal with male attitudes. The workshop will assist men to understand the experiences of women and educate them to understand the business case for female involvement in mining companies.

- I found that women were stereotyped as emotional, cooperative and possessing caring attitudes, but that they were also expected to produce expertise, which was not even valued by men, as described in the majority of cases. On the other hand, men were being considered as rational and concerned about technical issues and ignored mining community development, lacked empathy and showed less care for health and safety and employees than women. These created additional pressures for women, termed as a double-bind situation for women. I recommend for equal responsibility and accountability on boards between men and women. Women cannot be confined to stereotypical roles, as men can also have caring attitudes and those characteristics can be used to benefit boards.
- Female directors should be deployed to critical committees and not confined to social and ethics committees while men sit on nominations, remuneration and finance and audit committees. There should be a balanced gender in each committee and that these should form part of the gender diversity policy.
- Boards should consider cultivating a culture of equality on the board that values different perspectives, which arise from different demographic backgrounds. This will eradicate groupthink and value the inputs of all directors, particularly those mentioned by black female directors. Elsass and Graves (1997) suggest that equality culture may assist in reducing the marginalisation of women as an alternative focus on the unique contributions each member brings to the board. This will ensure that not just louder voices (Huse, Minichilli & Schoning, 2005) are heard, but also that different voices are embraced.
- Director performance management whereby board members assess one another annually should be focused on improving the strengths of directors and encourage open dialogue. Directors should rate one another on their strengths and weaknesses, and this will give women and men the opportunity to raise their individual concerns.

## **9.9 METHODOLOGICAL CONTRIBUTIONS**

The feminist approach in management studies in South Africa is limited (Nienaber & Moraka, 2016). As a feminist researcher, I was concerned with discovering the subjugated knowledge of a variety of women's realities (and men) that often lie

concealed and silent (Hesse-Biber, 2013:184). Management and leadership are still considered male occupations, and as a result the inference is that management studies and research are written by men, about men and for men, while women are marginalised as contributors to the research (Crainer, 2003). Letherby (2013) encourages reflection on oneself and the other and how power relations are impacted within the research process, and states that scholars should consider their relations with and responsibilities to respondents and the academic communities in terms of the knowledge claims that they can or cannot make from research. Feminist researchers are concerned with representing the researched, therefore their practice involves positioning the researcher and the researched in the same light, being cognisant of the differences in authority and power in the researcher–researched relationship (Hesse-Biber, 2013:184).

My study adopted an African feminist research approach that presents a unique methodological contribution to management studies in South Africa and that sought to understand and study how historical roles of men and women continue to affect gender identities and social constructions post-colonialism and apartheid as recommended by Nkomo and Ngambi (2009). Feminists are concerned with undertaking research *for* women rather than *about* women (Letherby, 2014). Therefore, feminist research makes methodological transparency essential so that the research process and the product are clear and open to critical scrutiny by others (Hesse-Biber, 2007; Letherby, 2003). Feminists seek reasons why the male gender continues to dominate the female gender and “to explore political and social practices in order to bring about reform” (Grogan, 1996:33). My feminist methodological approach examined why men dominated boardrooms and which TM practices were applied to ensure transformation of gender on boards. The inconclusive research on the impact of WoB using quantitative terms (Kakabadse et al., 2015) provided a gap for qualitative research to be used to explore TM using 28 interviews with 16 women and 12 men. Stanley (1990:12) advises that the condition of women in a sexist society “should be studied using every means possible”. Coherent with this statement, a multiple case study approach was used to produce data (Yin, 2014:2). This strategy allowed for theoretical replication and in-depth understanding resulting from the thematic analysis of the six cases.

Terjesen et al. (2009) affirm that existing literature on WoB is largely based on publicly available information and suggest that innovative researchers would tap into the experiences of female directors. This research addressed this concern and further added some contributions, whereby the interviews focused on the experiences of both men and women, which was the recommendations of the study of Dlamini (2013; 2016a). This approach gave me the opportunity to explore human interactions based on experiences (see Culpepper & Gilber, 1999) by obtaining data from the respondents to establish the experiences of all. The study also presented intersectionality issues by exploring the experiences of different races to show how gender intersects with other diversity attributes and how it contributes to individual experiences of oppression and privilege.

It is also impossible to study gender and identity in Africa without consideration of the demographic landscape of the continent, particularly in South Africa, where there is great diversity of race, gender and ethnicity. Many historians believe that colonialist and apartheid rule created inequalities in South Africa, which are reflected in the leadership structures according to race and gender. Therefore, I suggest that African leadership should consider multi-racial/multi-ethnic feminists, according to which gender inequality is a result of the intersection of racial/ethnic status, class and gender based on economic and educational privilege and disadvantage (Lorber, 2010:197). The main argument of multi-ethnic feminism is that most research on class, gender and racial inequalities has focused on each individual aspect of it without studying them as a whole, thereby equally contradicting the process (Acker, 2006:442). One aspect that emerged from multi-racial feminism is black feminism, which holds that racism, classism, sexism and the identity of gender interlock and that power and privileges stem from how these aspects intersect (Booyesen & Nkomo, 2009). Black feminists suggest that although gender may result in a particular social position (privileged and oppressed), race differentiates the position of women in various ways (Bell & Nkomo, 2001; Collins, 1998; 2000). Within black feminism, black women are located in a differing position because of their disadvantaged background along gender and racial lines (Booyesen & Nkomo, 2009). As a result, black women survive discrimination by constructing self-definitions and self-assessments, which help them develop positive frames to dislodge themselves from the negative position of black women (Hill-Collins, 1998). As another strategy to empower themselves, black women apply their cultural

tradition of strong black women to distort negative evaluations and establish positive self-valuations (Bell & Nkomo, 2001:168-169). Therefore, cultural identities play a significant role in the identity and behaviours of WoB.

The strength of this research is that it studied TM in a single industry, which increased the validity of the study (see Simpson & Kohers, 2002). This approach also improved the objectivity and rigor of the study, because a multiple cross-case analysis enabled contrasting and comparison of the findings across the cases.

No study is without limitations. The results of this study cannot be generalised in quantitative terms, but are rigorous and rich and likely to have meaning for others in similar situations. Equally so, my study can be helpful to other post-colonial countries with a history that included oppression and colonisation, which excluded women and black people from the critical skills of the economy, particularly the mining sector.

## **9.10 MY PERSONAL REFLECTIONS**

As previously cited, Cotterill and Letherby (1993:74) wrote:

We draw on our own experiences to help us to understand those of our respondents, so that respondents' lives are filtered through us and the filtered stories of our lives are present (whether we admit it or not) in our written accounts.

My experience in writing this thesis conscientised me to critically think about the social identity I carry, specifically how my identity is socially constructed by me and others, how it affected my research paradigm, my attitudes, my interaction with respondents, and how I collected and analysed my data. In this section, I critically reflect on the research process and how the study has changed me as a researcher and as a person academically, intellectually and socially.

At an individual level and as a young black woman, I understand the social perception expectations I carry of being submissive, which is consistent with my cultural, marital and religious expectations. Against this perception, it was peculiar to challenge inequalities, because I belong to a socially constructed stereotyped position of inferiority in society in terms of my race, age, gender and class, but also my culture. Indeed, I found that the process of feminist research is an intellectual process that



involves emotion, power and politics within and outside the research process, as confirmed by Letherby (2003; 2004; 2013; 2015). As a result, my insecurity was based on how I could give a voice to accomplished women (most of them from the upper class) when I had an indoctrinated social construction of a mindset of inferiority. Fortunately, my experience in conducting qualitative research on transformation in mining prepared me to deal with those insecurities and assumptions. My interaction with my respondents, whom I interviewed face to face, was very interesting. Most of the initial comments or comments directly after the interview were in the lines of “You are so young, why are you doing this study?” While I took these questions as a compliment, it also could have meant that my respondents assumed that it was never expected that I would do this study. As I reflect on the data collection, I was often apologetic of my own accomplishments through my responses, which mainly entailed answers such as “No, I am just lucky that I got an early entry into academia, hence my status of education”. It was hard for me take credit for my own hard work and I brushed off some of the compliments because of my own insecurities that I did not deserve or expect to be in a privileged position in society because of my identity.

Despite the levels of anxiety I experienced, I enjoyed the interviews, especially after I briefly explained the purpose of the study. I sensed some excitement, which made most of my respondents open up. As the white respondents were more reserved and careful with their responses, I felt that if I were a white interviewer, I would have received more direct responses. Particularly because black women are the most preferred individuals in recruitment, I could sense from an interview with Cora (white woman) that she was a little unsettled about the fact that it leaves fewer opportunities for white women to progress to boardrooms. She explained how her observation was that in most recruitments she was denied opportunities because recruiters would be direct with her that they are looking for a black woman. Chris (white man) was also careful in saying ‘black’ with a soft voice and thought transformation in South Africa has left young white people marginalised with fewer opportunities, especially white men. Race is a sensitive topic in South Africa, and often racial statements made are prone to varying interpretations, and I sensed that white respondents were very careful in their responses, which unintentionally compromised the study, as the objective of feminist research is to establish the truth or to come any way near the truth.

My own stereotypes were also challenged by my own experience during data collection, as explained in Chapter 8, namely that I resorted to misjudgement of women and black people when they could not partake in my research for whatever reason, which also showed my own bias. It was easy for me to accept a decline from a man, but I would be critical when a woman did the same, especially a black woman. A key learning area was that social and cultural expectations of women place pressure on women to support one another and any reason for a woman not to assist was evaluated more negatively than if it came from a man.

What I would I have done differently in my research would be to get more white respondents to open up about their own fears and insecurities, which could have significantly contributed to the study in terms of individual experiences. I could have reassured them more that my position was to give a voice to everyone, regardless of the social identity they and I carried.

What has changed me as a researcher is the realisation that gender is only part of people's lives. In order to transform unjust gender relations, more than just gender must change (Letherby, 2015). I realise that I am a product of my own beliefs regardless of cultural stereotypes. Therefore, my abilities and skills are not defined by my gender, but how I use my knowledge and intellect to contribute to my discipline and society. As such, I am now more confident of my skills and abilities, more direct, I speak my mind, as I realise that my voice matters and insist that it be taken into account no matter how inconvenient it may be to the majority. I am also aware of my own bias and how it can affect outcomes and how I view society, and I believe that everyone has a set of assumptions that affect their behaviour. Therefore, I have to be aware of the social expectations that I carry, but carry them in a professional way (see Nienaber & Moraka, 2016), being aware of the freedom I have.

## **9.11 FURTHER RESEARCH**

Future research can be focused on studying TM in non-male-dominated industries and compare the differences in culture and TM practices. It would also be interesting to compare TM practices in another male-dominated sector to understand male and female experiences of TM practices in different countries. In line with the business case argument, further research could analyse the impact of female directors on financial

performance, sustainability and business performance in the mining sector. Research could also be done to analyse the experiences of white men working with black women to understand their experiences. Further research could examine the experiences of directors in executive management and other management levels, including operational areas, to understand the extent of glass ceilings and to recommend how they can be curbed.

My results show that there is still a need for further research on feminist studies to fill gaps caused by limitations of previous research methods.

## **9.12 LAST WORDS**

The purpose of this research was to explore TM practices in a male-dominated sector, the South African mining industry. This research applied an African feminist study in order to understand how the history of colonisation and apartheid has constructed social roles of men and women and how they affect gender identities (Nkomo & Ngambi, 2009) and TM in boardrooms to explain why men still dominated boards. This research revealed how gender intersects with race and culture, how identities affect TM and how talent is exercised (or not) in boardrooms. This research confirmed that men controlled recruitment practices and view talent as fixed and that networks play a crucial role in the recruitment process. Current training and development initiatives are not sufficiently structured to effect change and break glass ceilings in terms of bringing more women onto boards. The experiences of women in the mining sector and the double-bind situation make it more difficult for women to survive in the industry, while men can manage work and life. This research further confirmed the existing gender, race and class bias in the mining industry and the majority of black women reported more negative experiences than any other racial group. This thesis has provided practical and policy recommendations on strategies that can be considered to witness more women entering boards in the mining sector.

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# APPENDIX A: ETHICS CLEARANCE



COLLEGE OF ECONOMIC AND MANAGEMENT SCIENCES  
RESEARCH ETHICS REVIEW COMMITTEE

06 August 2015

Ref#:2015\_CRERC\_028(FA)

Name of applicant: Mrs NV Moraka

Staff#: 90166698

Dear Mrs NV Moraka

Decision:Ethics Approval

Name:Mrs NV Moraka, [moraknv@unisa.ac.za](mailto:moraknv@unisa.ac.za), 012 429 8752

Prof G Letherby, [gayle.letherby@plymouth.ac.uk](mailto:gayle.letherby@plymouth.ac.uk), +44 1752 585799

Prof H Nienaber, [nienah@unisa.ac.za](mailto:nienah@unisa.ac.za), 012 429 2994

Proposal: Enhancing talent management to improve the representation of women  
Directors in selected South African mining companies

Qualification:DCom

Thank you for the application for research ethics clearance by the College of Economic and Management Sciences Research Ethics Review Committee for the above mentioned research. Final approval is granted for the duration of the project.

*For full approval: The revised application was reviewed in compliance with the Unisa Policy on Research Ethics by the CRERC on 27 JULY 2015.*

*The proposed research may now commence with the proviso that:*

- 1) The researcher/s will ensure that the research project adheres to the values and principles expressed in the UN/SA Policy on Research Ethics.*
- 2) Any adverse circumstance arising in the undertaking of the research project that is*



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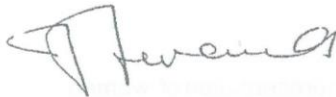
*relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to the CRERC.*

- 3) *An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants.*
- 4) *The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.*

**Note:**

The reference number **2015\_CRERC\_028(FA)** should be clearly indicated on all forms of communication [e.g. Webmail, E-mail messages, letters] with the intended research participants, as well as with the CRERC.

Kind Regards,



---

**Prof JS Wessels**

Chairperson of the CRERC, CEMS, UNISA  
012 429-6099 or [wessejs@unisa.ac.za](mailto:wessejs@unisa.ac.za)



---

**Prof R.T Mpotu**

Acting, Executive Dean: CEMS



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# APPENDIX B: ETHICS CONSENT



## Consent for participation in an academic research study

### Department of Business Management

#### Enhancing talent management to improve the representation of women directors in selected South African mining companies

**Research conducted by:**

Mrs. NV Moraka (46741720)

Cell: 078 4474109

Dear respondent

You are invited to participate in an academic research study conducted by **Nthabiseng Violet Moraka**, a Doctoral student from the Department of Business Management at the University of South Africa.

The purpose of the research is to gain insight into talent management in mining company boards with the aim to develop a framework to enhance women representation on the boards of mining companies, as explained in the interview request letter.

Please note the following:

- This study involves an anonymous interview. Your name will not appear in the study and you cannot be identified in person based on the answers you give.
- Your participation in this study is very important. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- Please answer the questions asked of you in the interview as completely and honestly as possible.
- The results of the study will be used for academic purposes only and may be published in an academic journal. A summary of the findings will be provided to you on request.
- Please contact my study leader, Prof. Hester Nienaber, on cell. 082 453 6816 (e-mail: [nienah@unisa.ac.za](mailto:nienah@unisa.ac.za)) if you have any questions or comments regarding the study.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

\_\_\_\_\_  
Respondent's signature

\_\_\_\_\_  
Date



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Telephone: +27 12 429 3111 Facsimile: +27 12 429 6150  
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# APPENDIX C: INTERVIEW GUIDE

**Student** : Ms. Nthabiseng Violet Moraka  
**Field of study** : Doctor of Philosophy: Business Management  
**Student number** : 46741720  
**Supervisor** : Prof. Hester Nienaber  
**Advisor** : Prof. Gayle Letherby

Company	
Interviewee name	
Designation	
Date of the interview	

Orientate the interviewee on the nature of the study and objectives of the interview, stressing voluntary participation, confidentiality of the information and anonymity of respondents and their responses.

**Tell me about your career path that landed you in the boardroom**

**About talent management**

**Can you tell me about talent management within your environment? Please make reference to both women and men board members**

- Explain your understanding of talent management within the context of your environment
- Do you have talent management programme aimed at board members, men or women?
- Who is responsible for talent management at board level, does it differ from lower management levels to senior management levels?
- Do you have a talent management champion in your company?
- Do you have a talent management programme in your company?, if yes please explain the programme

**Recruitment of directors**

**Take me through the recruitment process followed to appoint board members. Do you think recruitment process differs between men and women?**

- How were you recruited on this board and other board memberships, which you hold concurrently?
- Is gender an important factor in the recruitment or selection of directors?
- To your knowledge, are there any recruitment efforts to encourage the representation of women directors? if yes, please explain the process for women recruitment to board membership
- To your knowledge and understanding, does the recruitment of women and men board members differ? If so why and how?

**What would you say are the most important attributes (criteria) for invitation or recruitment to the board?**

- What are the skills needed in the mining sector boards?

**What are your views on the use of quotas to improve women representation in the boardroom?**

**What kind of contribution does women bring to the boardroom? Name them...**

- What is the perceived added value that women bring in the boardroom? Is it different with men? Explain
- Is gender equality a subject that is seldom discussed in the boardroom?

**Development of directors**

**Is there any training and development initiatives aimed at women and men board members**

- Is there an internal training and development of staff within the organisation to prepare them for board appointments, if yes how many women and men are on the programme?
- Are you involved in any committees in the boardroom? Explain your role thereof
- Explain how you experience the training and development programmes

**Retention of directors**

**What would you say are the opportunities and challenges you face in the boardroom that influence your retention to the board?**

- Do you think gender plays a role in the sustainability of women directors in your organisation?
- As a woman/man director, what are specific challenges you experience in the boardroom? Do you think it is the same for men directors?



- As a woman/man director, what are specific opportunities you perceive in serving in the boardroom? Do you think it is the same for men directors?
- What is your sense regarding the retention of board members for both men and women? Is it different? If so why and how?
- Is there a retention programme developed for board members?
- Describe which strategies are executed for the retention of women directors and how these strategies are experienced by women directors
- What is the board turnover?
- Do you have a mentor? Please provide details
- Is there any board member, men or women that you are mentoring? please provide details

**Does being a board member affect your personal life in any way?**

In closing

**Is there anything else I need to know, or any other documents I can refer to?**

- Is there any other aspect of the talent management, women and men board members, which may be pertinent to this study?
- Are there any other questions I should ask?
- Are there any other people I should contact or interview?
- Are there any other documents, information, reports or artefacts that I should be aware of
- Is there anything else you would like to ask or mention?

**Background demographic questions**

- Briefly describe yourself in terms of your age (or age category), qualifications and your job description
- What is your field of study/specialisation?
- For how many years have been on the board of the present company?
- How many boards have you been on, including the present one(s)?
- How many boards are you on presently on concurrently?
- If you are presently on more than one board, how long have you been on more than one board?

# APPENDIX D: CONFIDENTIALITY AGREEMENT – TRANSCRIBER

## CONFIDENTIALITY AGREEMENT BETWEEN RESEARCHER (N.V. MORAKA) AND INTERVIEW TRANSCRIBER COMPANY

**Full names of transcriber: Southern Transcription Services**

**Study title:** Enhancing talent management to improve the representation of women directors in selected South African mining companies. I, the undersigned, acknowledge, understand and agree to adhere to the following conditions of access.

- Data of the above mentioned study, audio and transcribed interview data

I will maintain the privacy and confidentiality of all accessible research data and understand that unauthorised disclosure of confidential data is an invasion of privacy and may result in criminal actions against me.

I will not disclose data or information to anyone other than those whom I am authorised to do so which in this case are the following;

Student:

**NV Moraka**

(University of South Africa)

[moraknv@unisa.ac.za](mailto:moraknv@unisa.ac.za)

Supervisor

**Prof. H Nienaber**

(University of South Africa)

[nienah@unisa.ac.za](mailto:nienah@unisa.ac.za)

- I will access data only for the purposes for which I am authorised explicitly. On no occasion will I use research data, including confidential information, for my personal interest or advantage, or for any other business purposes.
- I will comply at all times with the University of South Africa's ethics and confidentiality code of conduct.
- I am informed that the references to confidential information in these documents are for my information, and are not intended to replace my obligations.
- I understand that where I have been given access to confidential information I am under a duty of confidence and would be liable under common law for any inappropriate breach of confidence in terms of disclosure to third parties and also for invasion of privacy if I were to access more information than that for which I have been given approval or for which consent is in place.
- Should my work in relation to the research study discontinue for any reason, I understand that I will continue to be bound by this signed Confidentiality Agreement.

Researcher signature:



.....Date.....**11 February 2018**

Interview transcriber signature:



# APPENDIX E: CONFIDENTIALITY AGREEMENT – QUALITATIVE CONSULTANT

## CONFIDENTIALITY AGREEMENT BETWEEN RESEARCHER (N.V. MORAKA) AND QUALITATIVE ANALYST CONSULTANT

**Full names of Qualitative Analyst Consultant: Prof J E Maritz**

**Study title:** Enhancing talent management to improve the representation of women directors in selected South African mining companies.

I, the undersigned, acknowledge, understand and agree to adhere to the following conditions of access.

- Data of the above mentioned study
- Analysis report of the above mentioned study
- Data results of the above-mentioned study

I will maintain the privacy and confidentiality of all accessible research data and understand that unauthorised disclosure of confidential data is an invasion of privacy and may result in criminal actions against me.

I will not disclose data or information to anyone other than those whom I am authorised to do so which in this case are the following;

Student:  
**NV Moraka**  
(University of South Africa)  
[moraknv@unisa.ac.za](mailto:moraknv@unisa.ac.za)

Supervisor  
**Prof. H Nienaber**  
(University of South Africa)  
[nienah@unisa.ac.za](mailto:nienah@unisa.ac.za)

- I will access data only for the purposes for which I am authorised explicitly. On no occasion will I use research data, including confidential information, for my personal interest or advantage, or for any other business purposes.
- I will comply at all times with the University of South Africa's ethics and confidentiality code of conduct.
- I am informed that the references to confidential information in these documents are for my information, and are not intended to replace my obligations.
- I understand that where I have been given access to confidential information I am under a duty of confidence and would be liable under common law for any inappropriate breach of confidence in terms of disclosure to third parties and

also for invasion of privacy if I were to access more information than that for which I have been given approval or for which consent is in place.

- Should my work in relation to the research study discontinue for any reason, I understand that I will continue to be bound by this signed Confidentiality Agreement.

Researcher signature:



.....

Qualitative Analyst Consultant signature:



.....

Date 11 February 2018

# APPENDIX F: CONFIDENTIALITY AGREEMENT – LANGUAGE EDITOR AND PROOF OF EDITING

## CONFIDENTIALITY AGREEMENT BETWEEN RESEARCHER (N.V. MORAKA) AND LANGUAGE EDITOR

Full names of editor: **Laetitia Mari Bedeker**

**Study title:** An African feminist study of talent management practices applied to improve gender equality in JSE-listed South African mining boards: A multiple case analysis.

I, the undersigned, acknowledge, understand and agree to adhere to the following conditions of access.

- PhD Thesis of Ms Nthabiseng Moraka

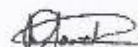
I will maintain the privacy and confidentiality of all content contained in the thesis understand that unauthorised disclosure of confidential data is an invasion of privacy and may result in criminal actions against me. I will not disclose data or information to anyone other than those whom I am authorised to do so which in this case are the following:

Student:  
**NV Moraka**  
(University of South Africa)

Supervisor  
**Prof. H Nienaber**  
(University of South Africa)

- I will access the thesis only for the purposes for which I am authorised explicitly. On no occasion will I use research data, including confidential information, for my personal interest or advantage, or for any other business purposes.
- I will comply at all times with the University of South Africa's ethics and confidentiality code of conduct.
- I am informed that the references to confidential information in these documents are for my information, and are not intended to replace my obligations.
- I understand that where I have been given access to confidential information I am under a duty of confidence and would be liable under common law for any inappropriate breach of confidence in terms of disclosure to third parties and also for invasion of privacy if I were to access more information than that for which I have been given approval or for which consent is in place.
- Should my work in relation to the research study discontinue for any reason, I understand that I will continue to be bound by this signed Confidentiality Agreement.

Researcher signature:



Date ..... **30 March 2018**

Editor signature:



**LaetitiaBEDEKER**

39 Loch Venus Road  
Chapman's Bay Estate  
Noordhoek  
Cell: 082 707 8428  
E-mail: laetitiam@webmail.co.za

---

**Proof of editing**

26 April 2018

This letter serves as proof that the PhD thesis titled *An African feminist study of talent management practices applied to improve gender equality in JSE-listed South African mining boards: A multiple case study* by Nthabiseng N. Moraka was professionally copy (language) edited. The finalisation of tracked changes and comments inserted remains the responsibility of the student.

Kind regards



**LM Bedeker**

BA, Postgraduate Diploma (Translation) *cum laude*, MPhil (Translation) *cum laude*  
Accredited member of the South African Translators' Institute (accreditation number 1001437)  
Member of the Professional Editors' Group



# APPENDIX G: CONFIDENTIALITY AGREEMENT – TECHNICAL EDITOR

## CONFIDENTIALITY AGREEMENT BETWEEN RESEARCHER (N.V. MORAKA) AND TECHNICAL EDITOR

**Full names of editor: Connie Park**

**Study title:** An African feminist study of talent management practices applied to improve gender equality in JSE-listed South African mining boards: A multiple case analysis.

I, the undersigned, acknowledge, understand and agree to adhere to the following conditions of access.

- PhD Thesis of Ms Nthabiseng Moraka

I will maintain the privacy and confidentiality of all content contained in the thesis understand that unauthorised disclosure of confidential data is an invasion of privacy and may result in criminal actions against me. I will not disclose data or information to anyone other than those whom I am authorised to do so which in this case are the following;

Student:  
**NV Moraka**  
(University of South Africa)  
[moraknv@unisa.ac.za](mailto:moraknv@unisa.ac.za)

Supervisor  
**Prof. H Nienaber**  
(University of South Africa)  
[nienah@unisa.ac.za](mailto:nienah@unisa.ac.za)

- I will access the thesis only for the purposes for which I am authorised explicitly. On no occasion will I use research data, including confidential information, for my personal interest or advantage, or for any other business purposes.
- I will comply at all times with the University of South Africa's ethics and confidentiality code of conduct.
- I am informed that the references to confidential information in these documents are for my information, and are not intended to replace my obligations.
- I understand that where I have been given access to confidential information I am under a duty of confidence and would be liable under common law for any inappropriate breach of confidence in terms of disclosure to third parties and also for invasion of privacy if I were to access more information than that for which I have been given approval or for which consent is in place.
- Should my work in relation to the research study discontinue for any reason, I understand that I will continue to be bound by this signed Confidentiality Agreement.

Researcher signature:



..... Date 05 May 2018

Technical editor signature:



# TECHNICAL FORMATTING

+27+21-886 5672

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email address: cdp@sun.ac.za

Postal address: 2 Constantia Ave, Stellenbosch 7600, South Africa

## DECLARATION

I hereby certify that the dissertation by  
**NTHABISENG VIOLET (MASHABA) MORAKA**  
was formatted by me.

Title of dissertation:

**AN AFRICAN FEMINIST STUDY OF TALENT MANAGEMENT PRACTICES  
APPLIED TO IMPROVE GENDER EQUALITY IN JSE-LISTED SOUTH  
AFRICAN MINING BOARDS: A MULTIPLE CASE ANALYSIS**

University:

**UNISA**

*CD Park*

7 May 2018

.....  
**CD PARK**

.....  
**DATE**



# APPENDIX H: TURN IT IN REPORT



Turnitin Originality Report  
Nthabiseng\_Thesis\_FINAL2.pdf by Anonymous  
From Assignment 1 (782414) FINAL (HMEMS80 for 2018)

- Processed on 10-May-2018 17:20 SAST
- ID: 961855516
- Word Count: 129563

Similarity Index  
11%