

# Cynthia Carroll

as a CEO and as an independent director

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市川佐知子

# The World's Most Powerful Women

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The 100 Most Powerful Women

## #7 Cynthia Carroll

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**Chief executive, Anglo American**  
**U.K.**



The World's Most Powerful Women  
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Sort list By:

- Rank
- Name
- Occupation
- Country

See Also

- Born in NJ, USA, in 1956.
- Graduated from Skidmore College, geology in 1978.
- Master in geology Univ. of Kansas in 1982.
- Joined Amoco as a petroleum geologist.
- Harvard MBA with honors in 1989.
  
- Joined Alcan Inc., based in Montreal, Canada.
  - Started out as business analyst.
  - Promoted to VP and GM of Foil Products
    - A foil laminating plant in Kentucky.
  - The president of the Foil Products division was concerned about...



- Experienced the potential loss of a major customer, one that accounted for fully one-third of the division's profit.
- As the managing director of Alcan's Aughinish Almina division in Ireland in 1996, the EU's environmental regulation and tax rules threatened Alcan's existence.



- She recalled:

“You can be influenced in all sorts of ways, but if you think it's the right thing to do- and even if you are the only person with that view- in the end, that's what you do.”

- Promoted to president of Bauxite, Almina & Specialty Chemicals Group in 1998.
- Promoted to president of Primary Metal Group in 2002.
  - Integration of Pechiney's primary metals business
  - In 2006, Alcan's Primary Metal Group accounted for \$12 billion , or 75% of Alcan's total annual turnover.



- Left Alcan, joined Anglo American plc. as its chief executive.
- Also become a non-executive board director of BP.
  - Amoco (Carroll's first company) had merged with BP in 1998.

- The world's No. 4 mining giant
- London-listed multinational company
- 150,000 employees
- Base metals, ferrous metals, coal, gold, diamonds, and 40% of the world's platinum.
- The first woman and the first non-South African to head the company.
- Shareholders
  - South African, to receive regular, substantial dividends.
  - British institutional investors, to get emerging market exposure FTSE 100 index.
  - New investors (government's public investment corporation), hoped that trimming staff to boost productivity.



- One of the first companies to meet with the African National Congress, South Africa's post-apartheid government in 1994 to be.
- Brought huge employment and a HIV/AIDS program
- Black workers, managed by white executives.
  
- Averaged 46 deaths per year, the nation's best safety record
- Mining was a manly endeavor, like a war.
- The board's expectation
- Carroll's belief: safety was a key indicator of discipline and business performance, respect for co-workers.

- Rustenburg mining complex.
- 30,000 miners
- 16 out of 29 of Anglo's fatalities between January and July 2017

Each day of operations \$8 million in revenue.

expensive capital equipment, production stops, revenue loss bottom line.

platinum prices high, heated market, competition for supervisors, high turnover

If left Idle, more hazardous, as geological conditions inside change without miner awareness.



Brought 28,000 miners up from the underground  
to commence a safety training program.

- Some thought she had gone crazy.
- BP announced that Carroll would become its non-executive board member.

### 3 requirements

- (i) to find out what workers were thinking about safety
- (ii) A clear message that “safety comes first”
- (iii) Compliant with Anglo American Platinum’s safety standards.

- The illiteracy rate among workers 70%
- 11 languages
- Fanagalo; 2,000 words, commands
- How could managers and supervisors get input from workers who did not have sufficient language skills to carry on a dialogue?
  
- “Figure it out and find a way.”

- Hired the local industrial theater group for role-playing.
- Discussion in groups of 40-50 workers led by a consulting firm
- Ikgofla; a traditional technique for tribal assemblies
  
- Workers safety concerns
  - Their requests for hot water for tea and cleanup after the shift.
- Each group drew up a contract describing what actions would be taken to maximize safety. The contracts were signed by both workers and executives.

- Had to retain more than 30,000 workers.
- Production levels in 2007 were 20% lower than in 2006
- Estimated revenues losses were \$40 million
- Number of fatalities down by more than 1/2 over 3 years.
  
- Terminated 12,000 South African workers after three weeks of strikes.
- Cost overruns at the Minas-Rio in Brazil
- A legal battle with Chile's state-owned mining company.
- Anglo had lost 1/3 of its value since Carroll took the helm.
  
- The BP oil spill in April 2010.
- Resignation in Oct 2012.
- Hitachi appointed in June 2013.

## About BDTI

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