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## Jerry Huang of Jemini Capital Reveals Mining Investment Secrets: From Undervalued Stocks to Saudi Arabia's Metals Opportunity

Riyadh - Jerry Huang, the founder of Vancouver-based Jemini Capital, brings nearly two decades of experience in junior mining across exploration, development, production, and capital markets. With gold and silver prices hitting record highs and Saudi Arabia launching a new metals exchange, his insights offer a timely guide for investors

### From Drilling Rigs to Deal Maker

For Huang, the traditional advisory model is often too detached from the risks investors take. That led to Jemini Capital nearly a decade ago. "We're a merchant advisory group," Huang says simply.

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**"We started with our own capital in good mining companies. Now we help them finance drilling, studies, or growth through tough markets."**

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Jerry Huang  
Director of Jemini



Think equity stakes for explorers, royalties for producers, or hybrid loans that fit the stage. It's practical help for companies too small for big banks but too promising to ignore. This "skin in the game" approach was forged during Huang's two decades in the sector, notably during a period where he helped dozens of junior explorers survive "down markets" by converting service debts such as drilling costs into

value-added equity or royalties. "There was a time a company we acquired because they couldn't pay for drilling costs," he said of during time as an VP Finance and Capital Markets at Impact Silver, a 20-year silver producer in Mexico. "We shifted focus to royalties and other structures to add value and advance projects." Today, Jemini evaluates mining stories based on net present value, resources in the ground, production potential, revenue, comparables, and market discounts.

**Takeaway: Deploy your own capital alongside advisory services to bridge funding gaps start with operations experience for real edge.**

### Spotting Mispriced Opportunities in Junior Mining

When it comes to evaluating mining juniors, Huang doesn't bother with flashy tech-style metrics like price-to-earnings ratios. Instead, he digs into the fundamentals: net present value based on metal prices and resources in the ground, peer comparisons on exchanges like TSX or ASX, and whether a project has clear optionality toward revenue. For Huang, the art of valuation lies in spotting disconnects. "Mining equities aren't valued like tech stocks you don't look at P/E multiples. You look at what's in the ground," he says. "If a company trades at a fraction of its net present value, or its peers are priced much higher, that's



where we start paying attention.' He cites a recent U.S. gold project—previously a past-producing mine—as an example. "At one point, gold was around \$2,500 an ounce, yet the company was trading with a market cap of \$10 million against over \$5 billion worth of contained metal. That kind of deep discount presents real opportunity when the fundamentals improve.' In emerging markets, such mispricing can be even more pronounced due to permitting risks, access to capital, or lack of institutional backers. "Sometimes all a company needs is credible sponsorship or a strategic investor," he adds, "and the market completely rerates them.

Huang sees opportunities in projects like metallic minerals in the U.S., Baru in Indonesia, and Sonora in Mexico. "Smaller producers now scale back to 10,000 ounces per year at \$5,000 gold, generating \$50 million in revenue on a \$20-30 million market cap. This approach eases financing through equity early on and convertible debt or prepaids closer to production."

**Takeaway: Seek value disconnects projects trading at fractions of their resource value. Back credible teams and look for structural financing that bridges early-stage risk to near-term cash flow.**

### Optimistic Outlook on Key Metals for the Next Five Years

Jerry expressed optimism across several metals, each with distinct drivers. "Gold has reached historical highs due to declining trust in fiat currencies and U.S. national debt exceeding \$40 trillion. Every household effectively owes over \$200,000 on behalf of the government," he said, referencing the debt clock in New York. "The 1971 decoupling of the U.S. dollar from gold under President Nixon fueled this trend, with central banks now stockpiling the metal." "I've been talking about silver for more than 15 years" he said. "In 2015, the price was around 10-11 dollars an ounce, during COVID it was about 12-13 dollars, and now it is above 30 dollars after my recent visit to projects in Mexico. Because silver is used both in industry and as a store of value and there is no large central stockpile like there is for gold the market can face supply shortages more easily than gold does." "Copper offers strong industrial demand for electric vehicles requiring 1,000 pounds per Tesla along with grids, chargers, and Saudi infrastructure projects like roads and bridges. New mines take 10 years to build, creating a supply gap," Jerry noted. "Lithium has stabilized around \$15,000 per tonne after swinging from \$5,000 to \$80,000, driven by electric vehicle growth despite reliance on unstable producers in Argentina, Chile, and Bolivia. Strategic metals like antimony for missile coatings and rare earths for magnets benefit from U.S.-China tensions and venture capital interest in

non-Chinese supply. Huang added **Takeaway: Gold: Hits records from U.S. debt over \$40 trillion. People lose trust in paper money. Silver: Best pick. Over \$30 spot. Used in factories and as tre sure. Tight supply no big vaults like gold. Copper: Shortage coming. Every electric car (like Tesla) needs 1,000 pounds. New mines take 10 years. Saudi roads and buildings will use tons. Lithium: Price fell from \$80,000 to \$15,000 per tonne. Still needed for EV batteries. Most from shaky countries. Rare earths: U.S.-China fight makes them hot. Used in missiles magnets**

### Key Lessons for Mining CEOs: Avoid Cost Traps and Build Strong Teams

After COVID, costs exploded across mining hotspots. "Inflation ran 30-50% in Mexico, Argentina, parts of Africa," Huang warns. "Local currencies lose value fast you have to update capital expenditure studies regularly. Argentina's hyperinflation forced people to stuff cash into walls just to buy bread or beer before pesos vanished." Financing requires balance. Use equity raises for exploration cash. For construction, mix debt, royalties (a percentage of future output), or prepaids (sell metal forward at a discount). In down markets, avoid heavy dilution just to cover fixed costs like lawyers, auditors, or exchange fees. "Those eat \$200,000-\$500,000 yearly," he notes. In hot markets like now? "Raise as much as possible. Funding windows close suddenly." Teams make or break outcomes. "Choose management where insiders own more shares than outsiders that shows skin in the game, and they work harder," Huang stresses. He points to Orla Mining's leaders, former Barrick veterans. "They raise capital in any weather and execute. Hired professionals on salary alone? They might earn bonuses, but lack the same drive since it's not

their personal money at stake." "Financing works best as a mix: equity for exploration, debt, royalties, and prepaids for development. Avoid over-dilution in down markets just to cover fixed costs like listings and legal fees. In strong markets, always take the money—windows close quickly," he advised **Takeaway: Blend funding sources; prioritize insider-owned teams; raise aggressively in hot markets**

### Saudi Arabia's Metals Exchange: A Boost for Local Investors

"Any new metal exchange is great, especially for an emerging market like Saudi and the Gulf," Huang said. During his two Saudi visits, Huang realized family offices in Saudi had limited knowledge of North American shares, even as the local Tadawul exchange grows. "Retail investors prefer familiar names over foreign listings," he said. Saudi Arabia stands at the cusp of a mining transformation. "There's a lot happening," Huang acknowledged, "Saudi's no-tax system where government support reaches citizens directly frees up capital that family offices and retail investors can now deploy easily through the new exchange." "Move beyond U.S. tech giants, physical bullion storage, or Netflix stocks. The exchange opens doors to liquid mining shares," Huang emphasized. "Saudi Arabia can capture the upside from rising metals, and exit positions swiftly—without operational headaches or complex private deals." As Vision 2030 accelerates, Saudi Arabia evolves from oil dominance to a diversified metals hub. "Broaden your view of what you can buy and invest in," Jerry concluded. "The exchange enables trading in Riyadh during local time zones, much like Shanghai's gold market reduced the need for physical storage.



## Capital and policy

Mining projects now depend on long-term regulatory clarity. Investors look for predictable fiscal regimes and political consistency. Critical minerals are treated as strategic assets. Governments are stepping in as partners, not only regulators. Financing is increasingly tied to how projects support local development and infrastructure.

## Infrastructure first

Energy supply, transport routes, and water access are major cost drivers. Weak logistics can determine whether a project moves forward or stalls. Development institutions are prioritizing large infrastructure programs that open entire mineral regions, not just single sites.

## Talent pipeline

Workforce gaps are growing, especially in technical and frontline roles. Training models are shifting toward vocational pathways, micro-credentials, and partnerships with universities. Modern mining careers combine digital skills with operational knowledge. Recruiting from local communities is key for long-term retention.

## Customers are shaping supply

End users such as EV makers and industrial manufacturers are influencing how minerals are produced and sold. Long-term offtake agreements, volume commitments, and direct partnerships are now common. Availability now outweighs price alone. Buyers are prioritizing secure supply, multiple sourcing options, transparent chains, and lower-impact production standards.



## Mining at a Turning Point: What FMF Panels Revealed About the Future of the Sector

Conversations at Future Minerals Forum reflected a sector under pressure to deliver faster, smarter, and with greater accountability. Demand for minerals is rising sharply, yet projects

are becoming harder to finance, permit, and operate. The panels focused on what must change to keep pace with global economic, technological, and energy needs.

## Technology and Recovery

Companies are focusing on getting more value from existing resources. Processing improvements, higher recovery rates, and reuse of historical waste are seen as the fastest way to increase output this decade. Many sites can raise production through better data, automation, and AI-driven optimization.

## AI in operations

AI is already used in maintenance forecasting, plant stability, supply chain planning, and exploration targeting. The barrier is not tools. It is organizational readiness, data quality, and leadership support. Adoption works best through small, fast pilots and close collaboration between engineers and data teams.

## Governance and Trust

Long project timelines require trust between companies and host governments. Stable agreements, fiscal transparency, and clear standards help reduce investment risk. Social and environmental performance directly affect access to capital.

## Overall direction

Future success in mining will be judged by more than output volumes. Projects are expected to deliver efficiency, responsible practices, local value creation, and reliable supply for global industries. Coordination between governments, financiers, producers, and customers is becoming standard practice rather than exception.

# Mining Pioneers Competition Showcases the Future of Smart, Sustainable Mining

The Mining Pioneers Competition stood out as a powerful platform highlighting how innovation is redefining the mining industry. More than a competition, it served as a global stage where breakthrough ideas turned into practical solutions addressing real industry challenges. From thousands of applicants worldwide, leading teams advanced across three critical tracks that represent the core pillars of mining's future: Smart Technology – Resource Sustainability – Safety & Security.

## First Place Winners (Grand Prize \$150,000)



Smart Technology	<b>UNCHARTED AI</b> AUTONOMY BEYOND BOUNDARIES	
Resource Sustainability	<b>GeoVolt</b>	
Safety & Security	<b>OMQ</b>	

## Second Place Winners (Each team Prize \$60,000)



Smart Technology	<b>Groundbreak</b>	
Resource Sustainability	<b>NeoMining Technologies</b>	
Safety & Security	<b>Qaspioneers</b>	

The competition demonstrated that the future of mining depends not only on the availability of mineral resources, but on innovation, international cooperation, and the ability to scale practical solutions.

It showcased a new generation of pioneers guiding the industry toward greater efficiency, lower environmental impact, and safer operations.





## GeoVolt Turns Mining Waste into Value, Pioneering Saudi Arabia's Circular Mining Future

RIYADH In the heart of the Saudi desert, mountains of mining waste are gaining new life. GeoVolt, a young Saudi innovator, has found a way to "flip the script" transforming phosphogypsum, once an environmental challenge, into an industrial treasure used in sectors from energy storage to microchips.

“It all started from a contradiction we couldn't ignore”  
Rayan Al Bassami,  
CEO of GeoVolt



On one hand, huge volumes of phosphogypsum were being stored as waste. On the other, industries were paying to import high-purity calcium sulfate.

So we asked why not transform what we already have?’

### The Alchemy of Purification

Phosphogypsum is a byproduct of producing phosphoric acid. For every ton of acid made, several tons of this powdery residue are left behind. GeoVolt's proprietary technology removes impurities and applies controlled heat to achieve purity levels above 99.5%. “Our approach is simple in principle but advanced in execution,” explains Al Bassami. “We clean, stabilize, and upgrade phosphogypsum until it becomes a valuable material again. What starts as waste ends up powering high-tech industries.’ The system is modular,

“We wanted to build something that makes both industrial and environmental sense,”  
Rayan Al Bassami,  
CEO of GeoVolt



“Geoscience Engineering Optimized for Value, Output, Longevity, and Transformation”

#### GEOVOLT

- Founded: 2023
- Team: Faisal Awad, CFO, Ziyad Khalid, CMO, Eng Abdullah Almuzaiel, CTO
- Founder: Rayan Al Bassami CEO
- FMF Track: Resource Sustainability
- Funding: Cash-flow positive; seeking USD 8–10M scale-up
- Milestone: 1st place FMF award + USD 150K grant
- Vision: Global leader in circular mining materials

integrating directly with mining facilities to process waste at the source. It recycles over 80% of its water and operates with optimized energy efficiency.

“For us, sustainability isn't just a checkbox, it's the core business model”  
Rayan Al Bassami,  
CEO of GeoVolt



## Global Demand & Economic Impact

The purity of the material determines its usability. At ≥99.5%, it becomes essential for sensitive applications. “Our primary customers include battery manufacturers, semiconductor companies, advanced chemical producers, and specialized industrial laboratories,” Al Bassami notes, adding that this purity “dramatically increases its market value.”

GeoVolt's project is already cash-flow positive, boasting a three-year payback period and an internal rate of return (IRR) close to 39%. To reach full industrial scale, the company projects USD 8–10 million in required investment.

“We're open for investment”, says Al Bassami with confidence. “Our plan is to blend strategic equity with project debt and sustainability-linked funding. We'd love to partner with national champions like Ma'aden, because our goals align, transforming the mining sector into a source of long-term sustainability and prosperity.”



## A Vision for 2030

Recently awarded first place in the “Resource Sustainability” track of the Future Minerals Pioneers Awards, GeoVolt aligns with Saudi Vision 2030 by localizing advanced manufacturing. “Demand is growing globally, particularly in Asia, Europe, and North America,” says Al Bassami. “By converting mining by-products into high-value materials, we're contributing to the circular economy. This isn't about managing waste. It's about redefining what value looks like in mining.”

# Saudi's \$2.5 Trillion Untapped Deposits Need Faster Discovery.

## Enter Uncharted AI Space-Tested Robots for Vision 2030 Min-

Imagine Mars rovers scouring Saudi Arabia's deserts to uncover the Kingdom's next trillion-dollar mineral strike. That's the bold vision behind Uncharted AI cutting-edge deep-tech startup founded by space robotics experts who just clinched first place at the Future Minerals Pioneers Awards.

Founded: March 2025  
 Team Size: 2 co-founders + engineers  
 Founders: Vivek Shankar Varadharajan, PhD CTO & Co-Founder, Pradyumna Vyshnav, CEO & Co-Founder  
 FMF Track: Digital Transformation  
 Funding Status: Pre-seed (Antler India); seeking seed round  
 Key Milestone: 1st place FMF Pioneers  
 Vision: 6X faster exploration globally




Drawing from battle-hardened autonomy systems designed for Moon bases and underground Mars habitats, Uncharted AI is adapting those extreme-environment technologies to tackle Saudi Arabia's massive untapped deposits. Their platform combines AI-powered data analysis with robotic ground-truthing perfect for the remote, GPS-denied terrains where human teams struggle to operate safely and efficiently.

But the judges immediately saw something special in our full-stack approach: sophisticated processing of existing geological datasets, fused with robotic surveys that deliver real-time validation in conditions too harsh for human operators.

## Fixing a Broken Exploration Workflow

Today's mineral exploration is still largely manual, slow, and fragmented. Geologists may spend months stitching together drone imagery, soil samples, and geophysical surveys, often processed in separate software tools with little feedback between field reality and predictive models. This leads to resurveying the same ground, long cycles to first discovery, and drill decisions made under high uncertainty. Uncharted AI tackles this with

a closed-loop exploration engine built on three pillars. First, autonomous ground platforms carry multi-sensor payloads into harsh, GPS-denied terrain, collecting dense, repeatable data without requiring large teams to remain on-site for months. Second, AI models fuse that robotic data with satellite imagery, drone surveys, hyperspectral scans, and decades of historical records to identify high-potential targets and highlight uncertainty zones. Third, precision targeting closes the loop by triggering fresh robotic surveys where models most need ground truth, so humans validate, models learn, and the cycle accelerates.

“We came to Saudi Arabia expecting to learn, not to win”

Pradyumna, co-founder and CEO of Uncharted AI



“Exploration today is like assembling a puzzle with half the pieces missing. We're building the system that finds the missing pieces and tells you where to look next”

Pradyumna, co-founder and CEO of Uncharted AI

Unlike hardware-heavy competitors that build proprietary rovers, Uncharted AI treats hardware as interchangeable. Their perception and autonomy stack is deliberately platform-agnostic, integrating with a spectrum of robots from premium U.S. systems at around 200,000 dollars to cost-effective Chinese platforms near 20,000 dollars and Indian-built vehicles in the 25,000 to 50,000 dollar range while modular sensors are tailored to each geology, including ground-penetrating radar, portable XRF, hyperspectral cameras, and environmental payloads. “Hardware is a commodity,” Vivek explains. “Sensors exist off-the-shelf. What mining needs is intelligence that works across platforms and learns from every deployment.”

## Pilots in India and Australia, Saudi Next

Founded March 2025, Uncharted AI quickly launched pilots. In India, they partnered with the Ministry of Mines on bauxite exploration in Maharashtra and Chhattisgarh. Robots + ISRO hyperspectral data narrowed thousands of km<sup>2</sup> to high-potential zones. “Geologists spend months in the field. We cut that to weeks,” says Pradyumna. Australia hosts advanced confidential pilots with majors. Phase 1: AI reprocesses existing drone/remote sensing data to reveal new drill targets. Phase 2: Robots resolve uncertainty at drill pads and heritage sites. Result: 12–15 year campaigns now hit first insights in ~2 years at 50% lower cost.

## Exploration as a Service, Not Capital Equipment

CFOs often wary of deep-tech costs find a solution in Uncharted AI's Exploration-as-a-Service. By shifting the burden from CapEx to OpEx, miners pay for exploration outcomes rather than ex-

pensive hardware. This model mirrors hiring a drill rig: the company provides the robots, while the client gets the data. In remote regions like Australia where a 10-person geology team can cost \$5 million annually this autonomous approach slashes overhead and improves safety. However, the biggest saving isn't labor; it's precision. By using robotic “ground truth” to map uncertainty, Uncharted AI eliminates

“Everyone claims AI in mining. Deploying in real conditions, showing clear ROI that's what separates signal from noise.”

Dr. Vivek Shankar Varadharajan Co-Founder and CTO of Uncharted AI



the dry drill holes that silently waste millions of dollars.”

## Saudi Arabia: Pioneers Win & Ecosystem Entry

“We didn't expect first prize,” Pradyumna admits. “What stood out was our end-to-end vision AI processing existing data PLUS robots delivering fresh ground truth.” The win brought a \$150K grant and access to Saudi's unified mining ecosystem: government, Ma'aden, SGS, and global players.

“No other country operates at this national scale” Vivek marvels. Saudi's \$2.5T untapped deposits phosphate, gold, battery metals, rare earths now top their priorities. They're eager to co-design deployments with Ma'aden and SGS for desert geology and Vision 2030 localization.





# Women in Mining

Across Saudi Arabia, women are stepping into mining as geoscientists, engineers, data specialists, ESG leaders, financiers, and policy shapers-proving that the sector is no longer a male-only domain.

“Women in Mining” section shines a spotlight on the pioneers and rising talents across Saudi and abroad who are re-defining what a career in mining can look like. Each profile highlights a woman’s professional journey, the challenges she has overcome, and the impact she is making on projects, teams, and local communities. By sharing their experiences, we aim to inspire more women to consider roles across the mining value chain from fieldwork and operations to research, innovation, and leadership.

Through interviews, case studies, and on-the-ground stories,



**Rana Abdullah Zamai**  
Chairwomen, Saudi Arabia

Chairwoman of the Board, Women in Mining Association Saudi Arabia Rana Abdullah Zumai is also serving as the Journal Editor in Chief - Head Of Corporate Communications and Knowledge, Saudi Geological Survey With extensive experience in leadership, communications, and industry partnerships, she champions women’s advancement across Saudi Arabia’s mining and industrial sectors. Previously, Zumai led corporate communications at Nesma Co. Ltd. and managed operations and partnerships for Nesma Embroidery. She is also a Qaderoon ambassador, columnist for Al-Yaum, and member of the Qiyadat Global Georgetown Leadership Program Zumai holds a B.Sc. in Microbiology from King Abdulaziz University and an M.A. in Corporate and Marketing Communications from IE University. Rana has played a defining role in shaping the narrative of women’s inclusion in Saudi Arabia’s mining transformation under Vision 2030

## Leading Women in Mining

**Tell us about your journey leading Women in Mining? What advice would you give young Saudi women joining the mining profession?**

My journey with Women in Mining came naturally from my professional path. I have always believed that Saudi women belong in strategic sectors, including mining not as a special case, but as capable professionals. When we started, the focus was not on numbers, but on building credibility: creating a platform where women can develop real skills, access opportunities, and be taken seriously within the industry. Leadership in mining requires patience, technical understanding, and resilience, and Saudi women have shown all three. My advice to young Saudi women is to focus on competence first. Learn the field, understand the operations, and don’t be afraid of technical environments. Growth comes from experience, not comfort. Be consistent, seek mentors, and trust that your presence in this sector is part of a bigger national transformation.

## Building a Network of Change

**The Women in Mining Association connects how many professionals? How did it start? What programs do you offer?**

Women in Mining Association connects a growing network of professionals across mining, minerals, policy, academia, and industry partners. It started with a simple idea: ensuring that women are prepared and positioned to contribute meaningfully to Saudi Arabia’s mining transformation under Vision 2030. Our programs are practical and industry-focused. They include awareness initiatives, specialized training, leadership development,

mentorship, and strategic partnerships that translate into real exposure and career opportunities. For junior women, the first year should be treated as a learning year. My advice is to be present, ask questions, participate actively in programs, and seek guidance early. The value of the association grows with engagement.

## Empowering Women Through Policy

**Who are your key supporters in Women in Mining? What did they do differently, and how can women engineers proactively identify good support and sponsorship opportunities?**

Our key supporters are organizations and leaders who understand that inclusion strengthens performance. What they did differently was move beyond encouragement and into action by opening access, supporting training, and

trusting women with responsibility. For women engineers, support becomes meaningful when it leads to growth. Look for leaders who are invested in development, not just visibility. Be clear about your goals, demonstrate commitment, and don't hesitate to ask for opportunities. Sponsorship is built on trust and performance over time.

**WHAT IS THE ONE COMPANY POLICY CHANGE NEEDED TO SUPPORT MORE WOMEN? CAN YOU GIVE EXAMPLES OF SUCCESSFUL WOMEN MINERS WORKING IN DIFFERENT ASPECTS OF THE INDUSTRY?**

One critical policy change is ensuring equal access to field experience and clear career progression pathways. Women need the same exposure and development opportunities to grow into leadership roles. Today, Saudi women are contributing across the mining sector working in operations, exploration, sustainability, safety, project management, policy, and investment. Their success is a result of capability and opportunity aligning.

**Building the Future Workforce**

**By 2030, mining will need 25,000 more Saudi professionals. If you could design a “Women in Mining Fast-Track” program, what would the 90-day curriculum look like? How can corporations support more women in mining?**

A fast-track program must be practical and aligned with employer needs. The first 30 days would focus on mining fundamentals, safety, and field readiness. The second 30 days would emphasize applied learning through site exposure, technical problem-solving, and sustainability practices. The final 30 days would prepare participants for employment through on-the-job experience, leadership skills, and direct engagement with employers. To corporations, my message is clear: investing in women is an investment in the future workforce. Support comes through training sponsorship, internships, fair field access, mentorship, and long-term development pathways. When companies commit to inclusion, they strengthen the entire sector.



**RUMYANA DAVIDSON**

Strategic & Board Advisor

**Joining the Women in Mining Movement**

**How did you get involved with Women in Mining in Canada?**

“When I moved to Canada few years ago, I attended PDAC, world’s premier mineral exploration and mining convention, Inspired by the experience, I reached out to the Montreal chapter of Women in Mining (WIM) to volunteer. Today, I serve on the executive committee, where I manage social media, communications, and partnerships. Our mission is to make women in the industry visible; we provide them with speaking platforms, introduce them to key stakeholders, and create vital networking opportunities to ensure they are seen and heard by the industry at large.

**Breaking Ground: Women in Mining - An Exclusive Interview**

This interview captures the raw voice of a trailblazing mining business development expert, a multilingual lawyer turned dealmaker, executive with Women in Mining Montreal, Canada and pioneer eyeing Saudi exploration ventures

**The Unexpected Entry**

**What inspired you to start on the business side of mining many years ago? How did you get into it?**

“Before the Libyan Revolution, I was working on a railway construction project. When the conflict began and I lost my job, an oil company recruited me to help expand their mining division. While I am a lawyer by trade, they also hired me because of the languages I spoke - Arabic, French, English, and Spanish, which allowed me to cover nearly the entire African continent. The defining moment of my career was a project in Sudan. My instructions were simple: “Go there and stay until the job is done.’ My role quickly evolved beyond legal work into communication and high-stakes negotiation. I found I could build connections rapidly and, more importantly, look past what people were saying to identify what they actually needed.

**Real Barriers Women Face**

**What are the biggest challenges for women in mining, from your experience? How about biases on the job?**

The barriers for women in mining start long before the job site. It begins with a societal nudge away from the sciences or heavy industries, labeling them as “men’s work.’ In a class of fifty, you are often one of only two women—visible enough to be invited to every party, yet constantly fighting to be taken seriously as a peer. Once in the workforce, the bias becomes a daily grind. Whether it’s being asked to get coffee instead of doing your work or facing subtle doubts about your capabilities, these microaggressions are as prevalent in the West as they are anywhere else. Remote work only amplifies the struggle. While travel might be simpler for many men, it’s an emotional hurdle for mothers. Then comes the “career-killer’ choices: pregnancy and maternity leave, which many still view as a lack of commitment. Globally, the story is similar but the pressures vary. In the Middle East, brilliant female graduates often vanish from the market after marriage because society—or a husband—deems a 500-man mine “no place for a woman.’ This leads to a vicious cycle: employers hesitate to invest in female talent, expecting them to drop out. Even in Canada, where the industry is 80% male, we face a wall of invisibility. Just two years ago, a board member admitted he didn’t even know we existed. Changing this industry isn’t just about policy; it’s about proving we are more than just “the wives of miners’ at the lunch table—we are the professionals driving the project forward.

## Policies and Progress

### Do corporate policies like mentorship or flexible work actually help?

"In Canada, diversity policies and webinars are often mandated for licensing and corporate government, but they frequently end up as 'paper tigers'—formal on the outside, but hollow in practice. While budgets are assigned, the industry often resists quotas, viewing them as 'free tickets' for women rather than a search for talent. This is frustrating for those of us who prioritize merit above all else. The depth of this disconnect became clear just two years ago when I presented to the board of a major mining association. The room was almost entirely men. After I finished, one board member remarked, 'This is so interesting, we didn't even know you existed. We thought 'Women in Mining' just referred to the wives of miners or organizing social lunches and dinners.' My own experience in North Africa—working in a conservative Muslim region—was a testament to pure merit; I was hired and respected because I got the job done, not because of a mandate. I believe that showcasing successful women is far more effective than any quota. The data consistently shows that diverse teams simply perform better. To drive change in regions like Saudi Arabia, we need to educate the industry for example through value-driven webinars and real-world stories. By featuring global profiles of women in technical and business roles, we aren't just checking a box—we are maturing the industry's data and strengthening its ESG standing.

## Advice for the Next Generation

### What would you tell young women wanting a business-side career in mining?

The first step is overcoming imposter syndrome; that nagging feeling that you don't know enough to belong. When I entered this field, I had zero industry experience. I wasn't hired for a mining engineering degree; I was hired because I was a lawyer who spoke the right languages. They didn't expect me to be an expert on day one, and they won't expect it of you either. The truth is that your skills are more transferable than you think. Whether it's signing agreements, navigating tender procedures, or negotiating high-stakes deals, these tasks are universal. If you've worked in construction or oil, transitioning to the business side of mining isn't a leap—it's a pivot. Both industries are built on the same foundations of extraction, exploration, and logistics. Be open to shifting your path. In many cultures, like in Saudi Arabia, there is often pressure to stick to a single, traditional career. But real success often lies in the middle. Don't look at a career change as starting from scratch; look at it as reframing. My "legal" role was really business development in disguise. List your universal skills, find a coach to help you reframe your narrative, and just apply. The industry needs your perspective more than it needs you to have a decades-old mining certificate.

## Saudi Plans

### What's next for you in Saudi?

I am launching a new venture in Saudi Arabia to support license owners who have the land but lack the roadmap to develop it. Many people hold mining licenses without a clear

idea of how to unlock their value; my team and I provide that bridge. We bring in technical experts, Canadian QP geologists who get on the ground to "sniff the stones," take samples, and conduct the essential initial exploration report. We transform raw land into a clear business case, helping owners understand the true potential of their asset so they can decide whether to invest, find a partner, or sell. My own experience in North Africa—working in a conservative Muslim region—was a testament to pure merit; I was hired and respected because I got the job done, not because of a mandate. I believe that showcasing successful women is far more effective than any quota. The data consistently shows that diverse teams simply perform better. To drive change in regions like Saudi Arabia, we need to educate the industry for example through value-driven webinars and real-world stories. By featuring global profiles of women in technical and business roles, we aren't just checking a box—we are maturing the industry's data and strengthening its ESG standing.

## Key Takeaways

- **Merit Over Mandates:** Success comes from results, not quotas—showcasing real wins builds belief faster than policies.
  - **Early Barriers Are Societal:** From steering girls away from STEM to family pressures post-marriage, change starts with awareness and role models.
  - **Networks Work:** University talks, mentorships, and events like Women in Mining inspire: "If she did it, why not me?"
  - **Transferable Skills Rule:** No mining degree needed—law, negotiation, languages, or oil experience pivot easily.
  - **Saudi Opportunity:** Educate investors on mining's long game (vs. real estate flips); initial exploration de-risks deals for juniors.
- Business Boost:** Diverse teams improve decisions and profits—backed by stats, not just talk.