

FROM SILENCE TO SAFETY

TRANSFORMING HOW WE LEAD AND WORK

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**WORKPLACE
SILENCE**

Break it.
Speak up.
Create safety.



**BIAS &
INCLUSION**

Recognise bias.
Embrace DEI.
Build belonging.



**PRODUCTIVITY
TREE**

See beneath the surface.
Address root causes.
Grow performance.



**MULTIPLIER
LEARN IT ALL
LEADERSHIP**

Multiply capability.
Never stop learning.
Lift others.



**SAFETY &
PSYCHOSOCIAL
SAFETY**

Build trust.
Strengthen cultures.
Make safety real.



**3H MODEL
HEAD. HEART. HANDS.**

Think deeply.
Care genuinely.
Act purposefully.



**SUSTAINABILITY
& ESG**

People. Planet.
Prosperity.
Sustainable value.



**HIGH PERFORMANCE
CULTURE**

Align purpose.
Empower people.
Deliver impact.

2026

WOMEN IN MINING *INDABA*

STRONG WOMEN. | STRONG MINING. | STRONGER SOUTH AFRICA.



**TOGETHER.
WE LEAD.
WE TRANSFORM.
WE THRIVE.**

BELOW THE SURFACE: THE PRODUCTIVITY TREE

What we see is only the tip.
What's beneath the surface
drives everything.



OUTER LEAVES

What we see
The visible signs
in our workplaces.



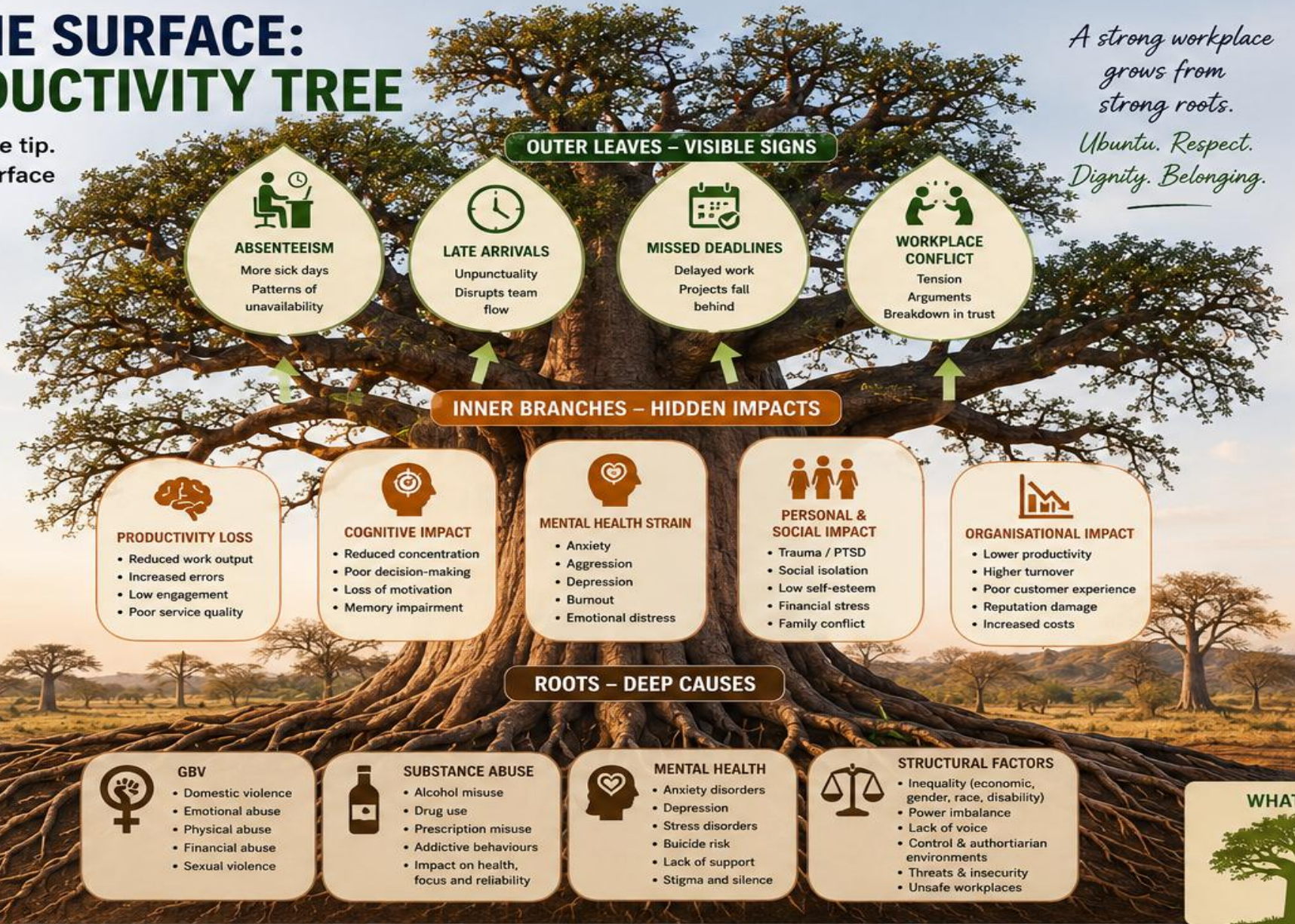
INNER BRANCHES

What we feel
The hidden impacts
that weaken individuals,
relationships and
performance.



ROOTS

What we don't
always see
The deep causes
that fuel the problem.
Address the roots,
change the outcome.



*A strong workplace
grows from
strong roots.
Ubuntu. Respect.
Dignity. Belonging.*

SOUTH AFRICAN CONTEXT



Unique pressures.
Deep inequality.
Real impact.
Real people.



1 in 2 South Africans
report being stressed
most days.
Source: SAPS / SADAG



R31.4 billion
lost in productivity
due to poor mental health
every year.
Source: WHO / Deloitte



Absenteeism costs
SA businesses up to
34% of an employee's
annual salary.
Source: BLS



1 in 3 employees
say personal challenges
affect their work
performance.
Source: Gallup



Supportive workplaces
increase retention,
engagement and
productivity.
Source: Gallup



WHAT FLOURISHING LOOKS LIKE

- Safe
- Supported
- Respected
- Empowered
- Included
- Productive



SEE IT.
Recognise the
signs, not just
the symptoms.



UNDERSTAND IT.
Look beneath the
surface to the real
causes.



ADDRESS IT.
Invest in people.
Strengthen support
systems.



CHANGE IT.
Build healthy leaders,
strong teams and
fair systems.



SUSTAIN IT.
Wellbeing drives
performance.
Performance drives
purpose.

**STRONG ROOTS.
STRONGER PEOPLE.
STRONGER SOUTH AFRICA.**



THE 3H MODEL

HEAD. HEART. HANDS.

THINK DEEPLY. CARE GENUINELY. ACT PURPOSEFULLY.

Great leadership integrates **thinking**, **feeling** and **doing** to create impact that lasts.

WHY IT MATTERS



85%

of job success comes from well-developed soft skills and emotional intelligence.*



70%

of employees say their sense of purpose is defined by their leader.**



+21%

organisational performance is achieved when leaders are strong in Head, Heart and Hands.***



2.5x

more likely for high-trust teams to be high performing.****

* Source: TalentSmart Global Study (2023)

** Source: McKinsey Purpose at Work (2022)

*** Source: Deloitte Global Human Capital Trends (2023)

**** Source: Harvard Business Review (2022)

HEART CARE

- Empathy
- Integrity
- Compassion
- Belonging
- Trust

HEAD THINK

- Clarity
- Critical thinking
- Sound decisions
- Problem solving
- Systems thinking
- Data informed

HANDS ACT

- Accountability
- Collaboration
- Communication
- Implementation
- Continuous improvement
- Deliver results

WHOLE LEADERSHIP WHOLE IMPACT

Leaders who engage Head, Heart and Hands create workplaces where people belong, are valued and can contribute their best.

ROOTED IN OUR VALUES: BATHO PELE PRINCIPLES (PEOPLE FIRST)



I BELONG

Recognition. Dignity. Inclusion.
We create a sense of belonging where every person is valued and treated with respect.



I CARE

Empathy. Compassion. Integrity.
We care about people's wellbeing and go the extra mile to make a difference.



I SERVE

Service. Excellence. Accountability.
We are committed to delivering quality service and improving lives every day.

LEADERSHIP BEHAVIOURS THAT BRING 3H TO LIFE



Ask better questions



Listen deeply and empathise



Make decisions that consider people and impact



Empower and develop others



Take action and own outcomes



Reflect, learn and adapt



Lead with values, purpose and humility

THE 3H LEADER

- ✓ Uses the **HEAD** to think wisely.
- ✓ Uses the **HEART** to lead humanely.
- ✓ Uses the **HANDS** to act decisively.



Stronger together.
Better every day.

“ A real leader uses every issue, no matter how serious and sensitive, to ensure that at the end of the debate we should emerge stronger and more united than ever before.

– Nelson Mandela



THE IMPACT OF 3H LEADERSHIP



ENGAGED PEOPLE

Leaders who connect Head, Heart and Hands create cultures where people belong and thrive.



STRONGER PERFORMANCE

Purpose-driven teams solve problems faster, innovate more and deliver better results.



TRUST & COLLABORATION

Empathy and action build trust, break down silos and strengthen relationships.



SUSTAINABLE IMPACT

Decisions that are thoughtful, human and practical create long-term value for people, organisations and communities.



SOUTH AFRICAN CONTEXT

Only **34%** of South Africans are satisfied with the performance of public services.

Source: Stats SA – General Household Survey (2023)

THINK DEEPLY. CARE GENUINELY. ACT PURPOSEFULLY. Lead with 3H. Live Batho Pele. Build a better South Africa.

BEYOND IQ: THE LEADERSHIP QUOTIENT MODEL

Great leaders don't just have intelligence.
They use it to multiply human potential.

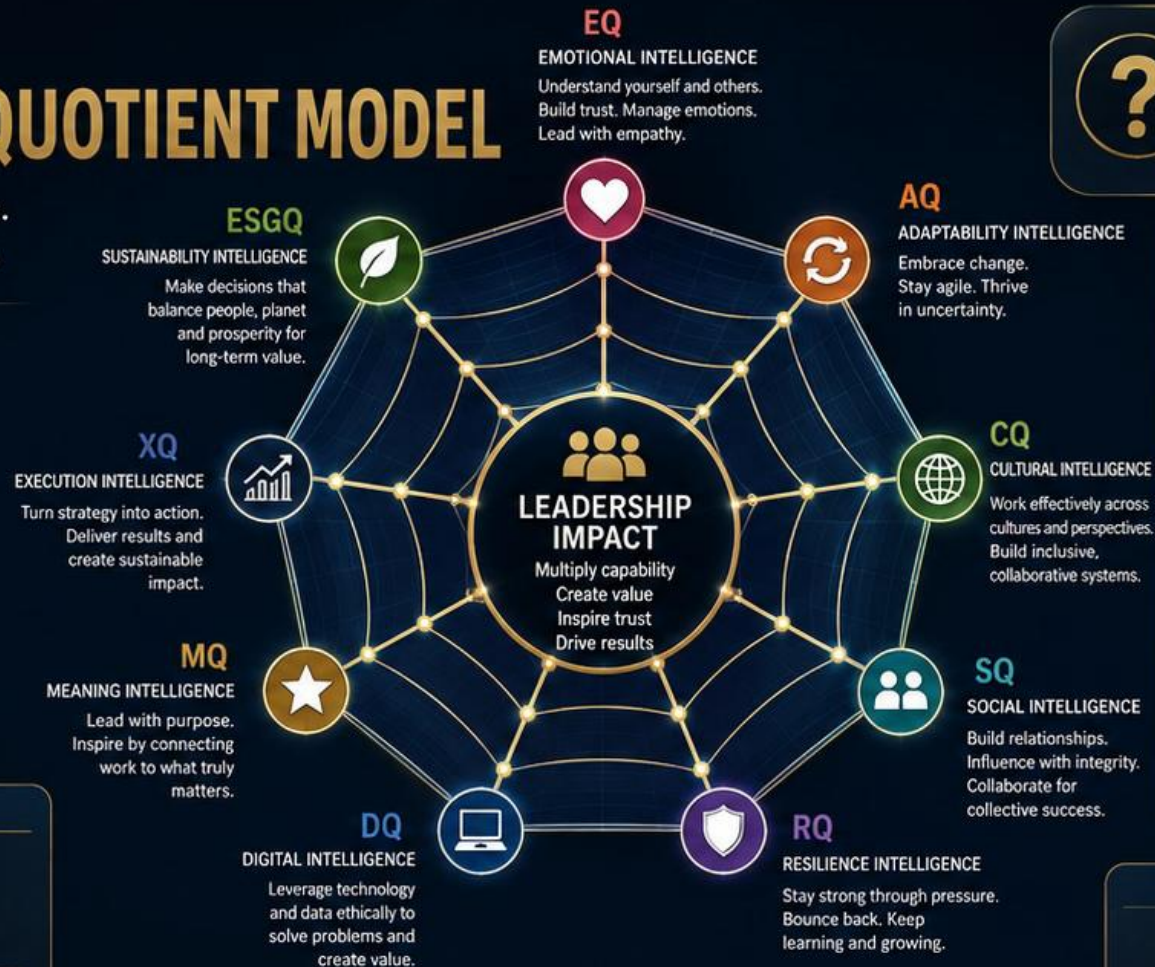
 **TRADITIONAL LEADERSHIP HAS FOCUSED HEAVILY ON:**
IQ – Intelligence Quotient
Knowledge, expertise and problem-solving ability.

However, transformation requires more than being the smartest person in the room.

TODAY'S LEADERS NEED A BROADER QUOTIENT.
High-impact leaders integrate multiple intelligences to navigate complexity, inspire people and deliver results.

THE 9 DIMENSIONS OF LEADERSHIP INTELLIGENCE

- | | |
|--|---|
|  EQ Emotional Intelligence |  DQ Digital Intelligence |
|  AQ Adaptability Intelligence |  MQ Meaning Intelligence |
|  CQ Cultural Intelligence |  XQ Execution Intelligence |
|  SQ Social Intelligence |  ESGQ Sustainability Intelligence |
|  RQ Resilience Intelligence | |



BUT ONE QUESTION REMAINS:
"HOW DO LEADERS USE THEIR INTELLIGENCE?"
Do they multiply capability—or unintentionally reduce it?

THE DIMINISHER LEADER

Unintentionally reduces the intelligence and capability of others.

- ✗ Always has the answer
- ✗ Controls decisions
- ✗ Creates dependency
- ✗ Shuts down challenge
- ✗ Believes expertise must come from the leader

RESULT:

People become less confident, less innovative and less accountable.

THE MULTIPLIER LEADER

Amplifies the intelligence and capability of others.

- ✓ Asks powerful questions
- ✓ Creates ownership
- ✓ Invites diverse perspectives
- ✓ Develops talent
- ✓ Creates conditions where people contribute their best thinking

VS.

THE LEADERSHIP MULTIPLIER EFFECT



Stronger People



Smarter Decisions



Better Execution



Extraordinary Results

THE LEARN-IT-ALL MINDSET: THE DIFFERENCE THAT SHIFTS EVERYTHING



THE KNOW-IT-ALL LEADER

"I am the expert."

- Protects existing knowledge
- Views challenge as disagreement
- Seeks to prove they are right
- Relies on past success
- Has limited curiosity

RISK:

The organisation becomes dependent on one person's knowledge.



THE LEARN-IT-ALL LEADER

"I can learn from anyone."

- Remains curious
- Admits what they do not know
- Seeks feedback
- Creates a culture of continuous improvement
- Experiments



High-performing leaders move from:

KNOWING EVERYTHING

↓
LEARNING CONTINUOUSLY

LEADERSHIP THAT MULTIPLIES LEAVES A LEGACY



IGNITE POTENTIAL
Unlock the intelligence in others.



BUILD TRUST
Create psychological safety and open dialogue.



DRIVE INNOVATION
Diverse thinking solves complex problems.



ADAPT AND THRIVE
Resilient teams navigate change with confidence.



DELIVER LASTING VALUE
Sustainable impact for people, performance and purpose.

AMYGDALA HIJACK

WHEN THREAT TAKES OVER THE BRAIN

1. WHY IT HAPPENS



PERCEIVED THREAT

Your brain detects danger (real or perceived).



FAST & AUTOMATIC

The amygdala scans for danger faster than the thinking brain.



SAFETY FIRST

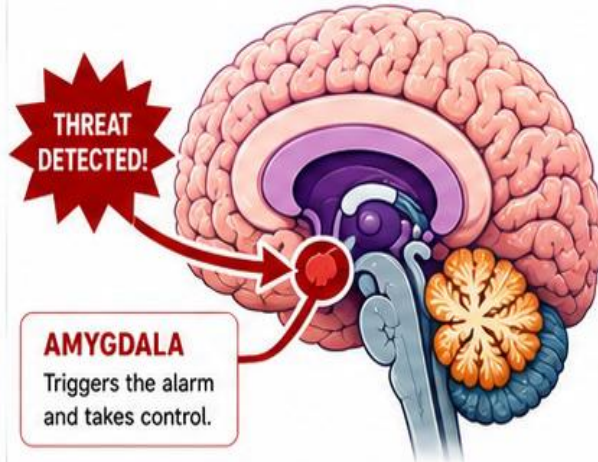
It prioritizes survival over reason, logic and language.



OVERWHELMED

Stress overwhelms the prefrontal cortex, weakening logical thinking and self-regulation.

2. THE HIJACK



AMYGDALA

Triggers the alarm and takes control.

THINKING BRAIN OFFLINE

The prefrontal cortex (logic, reason, planning, empathy) takes a back seat.

3. WHERE THE MESSAGE GOES

The amygdala sends signals to key parts of the brain and body to mobilize a response.



HYPOTHALAMUS

Activates the body's stress response.



ADRENAL GLANDS

Releases adrenaline and cortisol to fuel action.



BODY

Increases heart rate, breathing, muscle tension and alertness.



MEMORY

Tags the event as important for future survival.

4. SURVIVAL RESPONSES

YOUR BODY. YOUR CHOICE.

FIGHT



Stand up and confront the threat.

FLIGHT



Escape or remove yourself from danger.

FREEZE



Pause and be still to avoid detection.

FEAR



Feelings of terror, worry and dread.

FLOP



Shut down when escape isn't possible.

FAWN



People-please or appease to stay safe.



These responses are automatic survival strategies. There is no right or wrong response. Awareness gives us the power to choose our next move.

5. YOU CAN TRAIN YOUR BRAIN TO AVOID THE HIJACK

1

AWARENESS

Notice your triggers and early signs of stress.

Examples:

- Racing thoughts
- Tight body
- Irritability
- Shallow breathing

2

PAUSE

Stop. Create space between stimulus and response.

Tools:

- Take a breath
- Count to 5
- Step back

3

REGULATE

Calm your body to calm your brain.

Tools:

- Deep breathing
- Grounding (5-4-3-2-1)
- Movement
- Self-soothing

4

RETHINK

Engage your thinking brain (prefrontal cortex). Check the facts.

Ask:

- Is this truly dangerous?
- What's another way to look at this?
- What's my goal here?

5

RESPOND

Choose your best response on purpose—not automatic reaction.

Focus on:

- Values
- Goals
- Solutions

THE GOAL



PREFRONTAL CORTEX
(Thinking Brain)



AMYGDALA
(Alarm System)

Stronger connection. Better regulation. Better outcomes.



IT'S NOT A CHOICE.
It's a survival response.



THE GOOD NEWS.

You can strengthen your brain with practice.



WHAT HELPS.

Awareness. Compassion.
Regulation. Repetition.



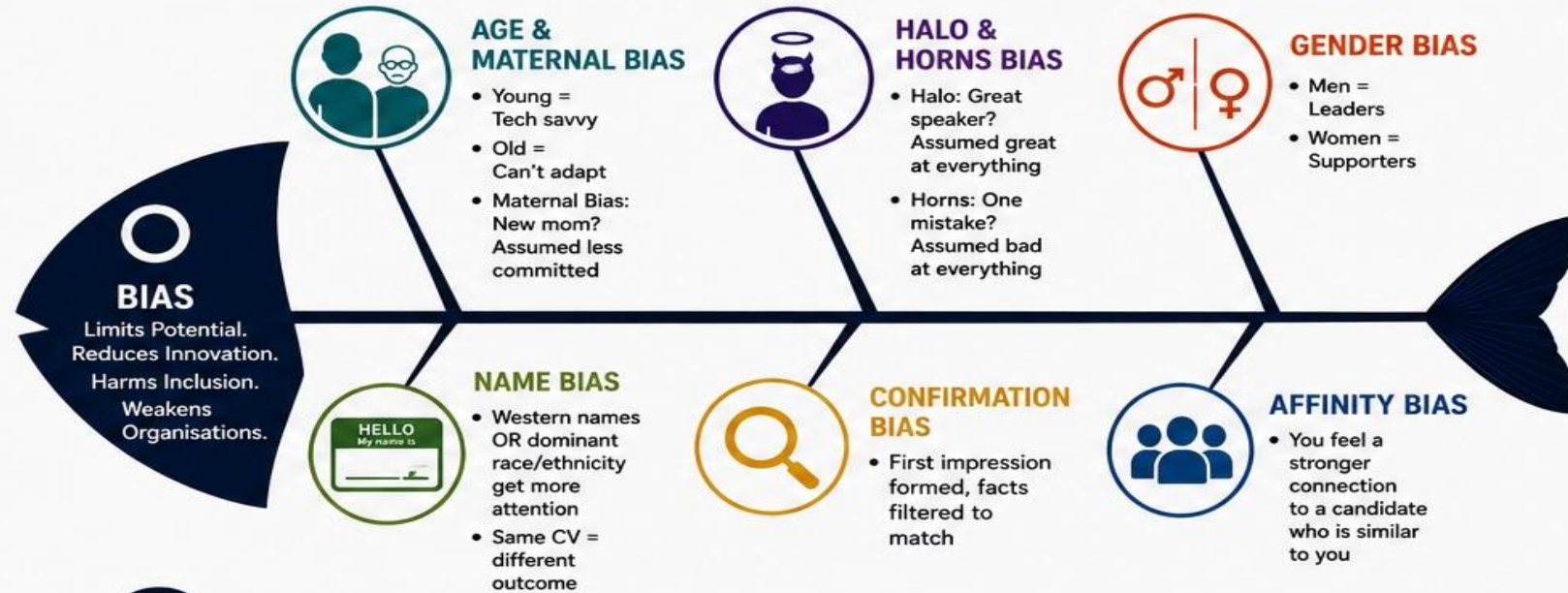
THE RESULT.

More calm. Better choices. Stronger relationships.
Resilience in the face of stress.

WORKPLACE BIASES

Bias is often invisible. Its impact is very real.

SEE IT. CHALLENGE IT.
CHANGE IT.



BIAS IS HUMAN. AWARENESS IS A CHOICE. INCLUSION IS A LEADERSHIP RESPONSIBILITY.

Check your bias. Challenge your thinking. Change outcomes.

THE IMPACT OF BIAS



WHAT LEADERS CAN DO



INTERSECTING IDENTITIES COMPOUND PREJUDICE:

The more identities you carry, the heavier the bias.



Coloured + Neurodivergent:
May face both racism and neurodiscrimination.



Muslim + Woman + Working-class:
Faces bias in hiring due to faith, class and xenophobia.



Black Woman + Young + Unemployed:
Shut out of jobs by ageism, poor networks and systemic racism.



Black + Woman:
May face both racism and sexism.



Black + Non Typically Able + Low-income:
Higher risk of unemployment, poor access to transport and social services.



Trans + Rural:
Experiences compounded by lack of healthcare, stigma and invisibility.

SOUTH AFRICAN CONTEXT



Our diversity is our strength. From Ubuntu to Unstoppable. Let's build workplaces where everyone can belong and thrive.



Reflect our communities



Advance equality and dignity



Grow inclusive leadership



Build a better South Africa

INCLUSION IS NOT JUST THE RIGHT THING. IT'S THE SMART THING.

Better for people. Better for performance. Better for our future.



DIFFERENT IDENTITIES. EQUAL DIGNITY. SHARED PURPOSE. STRONGER TOGETHER.

#BiasAware #InclusionMatters #LeadTheChange

WORKPLACE TRIGGERS

Things change. Our reactions reveal **our biases**.



NEW POLICIES / NEW LEADERSHIP

Change in direction, priorities and power dynamics.



DIGITAL SYSTEMS

Technology disruption, automation and data transformation.



RESTRUCTURING / NEW WAYS OF WORKING

Shifting roles, uncertainty and new team dynamics.



NEW ACCOUNTABILITY MEASURES

Performance metrics, compliance and transparency expectations.

TRIGGERS
CAN ACTIVATE
UNCONSCIOUS
BIASES

LOOK IN THE MIRROR

Awareness today. **Fairness every day.**

AWARENESS
CHANGES
EVERYTHING.

MIRROR QUESTIONS

- 1 Have I judged ability by looks, voice or dress?
- 2 Do I react differently based on gender, age or accent?
- 3 Do certain names or schools sway my opinion?
- 4 Would I see this behaviour the same in another gender or race?
- 5 Who do I prefer working with and why?
- 6 Do I favour people who look or think like me?
- 7 Whose challenges do I back?
- 8 Whose do I ignore?

THE DATA IS CLEAR. BIAS IS COSTLY.



70%

of employees say bias exists in their workplace.

– McKinsey 2023



\$12 TRILLION

could be added to global GDP by 2025 by advancing women's equality.

– PwC 2023



4x

more likely for companies with inclusive cultures to outperform financially.

– Deloitte 2023



85%

of decisions are influenced by unconscious bias.

– Harvard Business Review

LEADERSHIP PULSE CHECK

KNOW IT ALL – DIMINISHER



I have the answers.
I drive results.
People do as I say.

OR

MULTIPLIER – LEARN IT ALL



I ask the best questions.
I unlock potential.
People grow and deliver.

- Am I a Know it all – Diminisher or Multiplier – Learn it all?
- Do I create more capability around me?
- Do people become smarter and more confident because I lead them?
- Which quotient do I need to strengthen?

LISTEN for the SILENCES:



Who is **NOT** Speaking?



Which **Identities** are Underrepresented?



Which **Topics** Feel Unsafe to Raise?



ACTIVE LISTENING UNCOVERS WHAT IS HIDDEN.

Silence is data. Pay attention to what is **not** said, not just what is said.

THE DATA IS CLEAR. SILENCE HAS A COST.



of employees experience bias at work.

— McKinsey 2023



of employees say they need to see diversity in leadership to believe DEI is a priority.

— Deloitte 2023



Psychological safety is a top driver of engagement and performance.

— Google re:Work 2022



could be added to global GDP by 2025 by advancing women's equality.

— PwC 2023

THE ICEBERG OF UNDISCUSSABLES

WHAT WE SEE

What's said.
What's visible.

WHAT WE HEAR

Surface-level conversations.

THE UNDISCUSSABLES



LOW PSYCHOLOGICAL SAFETY

Staff nod, smile, then say nothing & do nothing.



NO SAFE SPACE

Staff won't speak up, the risk is too high.



INVISIBLE RULES

Power plays, fear of backlash blocks honest feedback.



LEADERS LOOK AWAY

Avoiding discomfort keeps old norms alive.

WHAT WE DON'T SEE

What's avoided.
What's buried.
What holds us back.

DISCOVER. UNDERSTAND. ACT.

The deeper we listen, the stronger and safer our workplaces become.

ROOT CAUSES:

Are the voices silent or are you just not listening?

IGNORED VOICES SOUND LIKE SILENCE:



SHALLOW DEI EFFORTS

Miss intersectional voices and needs.



TOP-DOWN LEADERSHIP

Disconnect from real, lived experiences.



NO PSYCHOLOGICAL SAFETY

Silence from those who need to be heard the most.



FEEDBACK FROM THE MAJORITY

False sense of inclusion and progress.



of change efforts fail due to employee silence, resistance, or lack of engagement.

— Prosci 2022



CASE: MS GCINA DHLADHLA



Gcina Dhladhla was a 29-year-old call centre agent employed by Cartrack.



She died after experiencing a medical emergency at Cartrack's offices in Rosebank, Johannesburg, in early June 2026.



Her death prompted public protests outside Cartrack's headquarters, with demonstrators calling for accountability and answers.



Cartrack stated that it was cooperating with investigators and the Dhladhla family to establish the circumstances surrounding her death.



Dhladhla was buried in Soweto on 13 June 2026.



UNVERIFIED WHATSAPP MESSAGE

➔ Forwarded

Oh another thing aunt.personally am feeling drained about cartrack.just that I wont resign because i don't have any back up plan. Nangapha am applying akuveli lutho

12:02 ✓

KEY FACTS AT A GLANCE

- ✓ 29-year-old call centre agent at Cartrack
- ✓ Medical emergency at Rosebank offices in early June 2026
- ✓ Public protests demanding accountability and answers
- ✓ Buried in Soweto on 13 June 2026
- ✓ Investigation ongoing – Cartrack cooperating with authorities and family



ALLEGATIONS (NOT OFFICIALLY ESTABLISHED)

KEY CONCERN / ALLEGATION



Ms Dhladhla allegedly reported health concerns before her death and may not have received appropriate support.



Concerns were raised that medical certificates, sick leave requests, or health-related needs may not have been adequately addressed.



Ms Dhladhla allegedly experienced significant workplace stress, fatigue and pressure before her death.



Allegations were made that workplace productivity demands may have affected employee wellbeing.



Questions were raised about whether management responded appropriately when she became unwell at work.



Labour organisations called for an independent investigation into workplace conditions, health and safety compliance, and employee wellbeing practices.



These remain allegations and calls for investigation, and no official finding has concluded that Cartrack or any individual was responsible for her death.

MEDIA STATEMENT

“

We are deeply saddened by the passing of our **colleague**, who experienced a medical emergency at our Rosebank offices on Saturday, 6 June.

The medical emergency was sudden and unexpected. Once the seriousness of the situation became apparent, our **colleague** received immediate assistance from highly trained on-site first responders who were equipped with an Automated External Defibrillator (AED), while emergency medical services were immediately called to the scene.

Our **colleague** arrived at work on Saturday morning with no indication that she was unwell.

Cartrack is cooperating fully with investigators and the Dhladhla family to establish the circumstances surrounding this tragic incident. We remain committed to supporting those affected and to maintaining open lines of communication during this difficult time.

– Cartrack

”



LESSONS LEARNED FOR PREVENTING WORKPLACE HARM

1

Take employee health concerns seriously and intervene early



Have systems that enable employees to report physical or psychological health concerns, with prompt assessment, support and appropriate escalation.

2

Balance performance expectations with employee wellbeing



Monitor workload, staffing, targets and recovery time to prevent excessive job demands that contribute to stress and burnout.

3

Equip managers to recognise and respond to distress



Train supervisors in supportive leadership, recognising signs of stress or illness, and responding appropriately to employee wellbeing concerns.

4

Build psychologically safe workplaces where employees can speak up



Create an environment where employees can raise concerns about health, workload, safety or workplace practices without fear of retaliation or negative consequences.

5

Strengthen workplace health, safety and learning systems



Maintain clear emergency procedures, fair sick-leave processes, occupational health support and transparent reviews after serious incidents.

The Changing Drivers of Employee Wellbeing: Financial Pressure, Behaviour and Culture



TREND	EVIDENCE FROM ARTICLES	POTENTIAL IMPACT ON EMPLOYEE HEALTH AND WELLNESS	WORKPLACE IMPLICATIONS
 Financial stress driving risky coping behaviours	The Sanlam Benchmark Survey found that 50% of surveyed South Africans spent money on gambling, betting or lottery activities in the previous three months, with some accessing retirement savings to fund gambling. Gambling turnover reached R1.5 trillion in 2024/25.	Financial insecurity can contribute to anxiety, stress, reduced concentration, sleep problems and poorer mental health. Employees under financial pressure may experience increased distraction and reduced productivity.	Employers should strengthen financial wellness programmes, including budgeting education, debt support, retirement planning and awareness of gambling risks.
 Gambling as an attempted income solution	Research suggests some people are using gambling as a perceived "income top-up" or additional income stream rather than purely entertainment.	Reliance on gambling as a financial strategy may worsen financial vulnerability and create cycles of stress, shame and secrecy.	Organisations should recognise financial wellbeing as part of employee wellbeing and provide confidential support pathways.
 Growth of instant gratification and short-term financial thinking	High gambling participation reflects a broader trend towards seeking rapid financial relief rather than long-term wealth creation.	Short-term coping strategies may undermine resilience, future planning and psychological wellbeing.	Employers can promote long-term financial capability, including retirement readiness and informed decision-making.
 Normalisation of adult behaviours among younger generations	The alcohol-free beverage article highlights concerns about children being exposed to alcohol-related branding, rituals and social meanings through products such as mocktails and non-alcoholic beers.	Early normalisation of adult coping behaviours may influence future attitudes toward alcohol, stress management and social behaviour.	Employers should consider broader societal wellbeing trends when designing future health promotion and prevention initiatives.
 Social modelling influences behaviour	Experts argue that behaviours associated with celebration, relaxation and social connection can become normalised through repeated exposure.	Employees may adopt unhealthy coping mechanisms if substances, gambling or other behaviours are culturally linked to stress relief or social belonging.	Workplace culture should reinforce healthier coping strategies, social connection and wellbeing practices.



Healthy finances. Healthy choices. Healthy **futures**.



Think long term



Seek support



Make informed choices

Stronger people. Stronger workplaces.

Putting the Pieces Together



When every piece fits,
everyone is safer.

LISTENING FRAMEWORK



SAY:
Structured
Voice

What people report
in formal systems:

- Staff surveys and pulse checks
- Exit interviews
- Suggestion / feedback systems
- Union engagements



DO:
Behavioural
Signals

What people reveal
through actions:

- Turnover (especially skilled staff exits)
- Absenteeism and burnout trends
- Promotion acceptance/refusal patterns
- Compliance vs passive resistance



FEEL:
Trust &
Perception

What shapes
willingness to speak:

- Fear of retaliation
- Belief in fairness and protection
- Trust in leadership consistency
- Sense of psychological safety



SIGNAL:
System
Evidence

What the institution
reveals indirectly:

- HR grievances and complaints
- Audit and compliance findings
- Procurement red flags
- Reporting activity (or silence)

CO-CREATING WORKPLACE SAFETY

Effective workplace wellbeing is a **partnership**: Employees and Employers co-create safe systems that prioritise dignity, trust and shared responsibility.



Culture of Shared Responsibility

- Co-created psychological safety
- Mutual respect and dignity
- Open, stigma-free dialogue
- Employees as active partners in wellbeing



Co-Owned Digital Support Systems

- Anonymous reporting tools
- WhatsApp / chat counselling
- Employee-informed EAP platforms
- Real-time wellbeing check-ins



Peer-Led & Community Support

- Employee-led wellbeing champions
- Survivor-informed support networks
- Peer referral pathways (trust-based, not enforced)
- Group healing & support



Flexible Work as a Shared Agreement

- Jointly negotiated flexibility (not imposed)
- Recovery-based scheduling options
- Mental health and safety leave with trust-based access
- Shared workload adjustment planning



Safe Disclosure as a Partnership Process

- Employee-controlled disclosure levels
- Confidential, choice-based reporting pathways
- "Ask when ready" support systems
- Non-retaliation agreements co-signed and enforced



Stronger systems. Safer people. Better workplaces. **Together.**



Dignity



Trust



Shared Responsibility

THANK YOU

LET'S CONNECT



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Dr Ramona Baijnath



is a Communications Director at the Gauteng Department of Infrastructure Development, with over 17 years of senior leadership experience in the South African public sector, including water, environment, public works, infrastructure, corrections, health and public administration. She is an Advisory Board Member at Wits Business School and Chairperson of the Alumni Association Committee.

She holds a PhD in Industrial Sociology, an MBA from Wits Business School and a Master's degree in Sociology (cum laude) from the University of Johannesburg, complemented by qualifications in Political Science and Journalism.

Dr Baijnath's work is grounded in advancing gender equality, diversity, equity and inclusion, with a strong focus on leadership, public sector transformation, social protection, public governance and the empowerment of marginalised and vulnerable communities.

Every mine worker returning from work unharmed every day. Striving for zero harm in our lifetime.