



EXCELLENCE IN PGMs

EWIP

FOR WOMEN IN MINING





AS A **WOMAN**, WHAT DO YOU NEED MOST FROM YOUR **CAREER**?

- Growth?
- Respect?
- Equality?
- Flexibility?
- Security?
- A challenge?
- An adventure?
- A voice?
- To try something new?
- All this and much more?

Then it's
about time
YOU spoke
to **US** about
a career in
MINING.



When you *think of a career in mining*, you might think there is little room there for women, or that women will find it too hard. Nothing could be further from the truth. We're ready to welcome you into our family, with open arms. Let us show you why we should be your employer of choice.

This document describes the aspects of a relationship, we refer to as our Employee Value Proposition (EVP). It provides all the details you need to know, as a woman at Implats, about the value we offer to you in exchange for your time, skills and experience.

At Implats, all our relationships are two-way streets.

Implats at a glance

We are a global organisation with decades of unique expertise in mining some of the most important metals in the world. See some of our highlights here:

7 OPERATIONS / 3 COUNTRIES

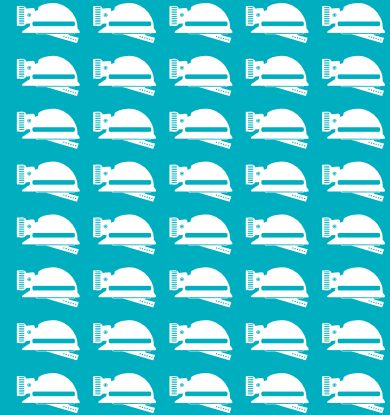


1967
The year we started

PGMs

★
We mine, refine and sell
Platinum Group Metals

THE SIZE OF OUR GLOBAL TEAM



x 1000

We are fully committed to women in mining.

At our heart, we believe in providing an equal experience for all our employees, and in the many benefits of a diversified workforce. We believe women and men are equally capable in mining environments and that gender makes no difference when it comes to being a success. **We are fully committed to hiring and growing women in areas of our business where they are under-represented, such as core mining operations.**

We are enormously proud of every single member of our team, working both under- and above-ground, and grateful for the contributions they make every day.

We would be thrilled if you also made the decision to join our Implats family.



Top of mind for us is that every team member at every Implats operation, feels safe, enabled, empowered and equal. This means we are focused every day on ensuring our women enjoy the same experience as the men across all our operations.

All Implats leaders have signed up to a model of leadership called **Care and Growth**, which commits them to focus on employees' long-term wellbeing.

If none of this sounds like a typical mining house to you, that's probably because it isn't. We think differently, and we try harder to make the human experience of being an Implats family member, highly rewarding.





Committed to transparency

Implats is one of 418 companies across 45 countries and regions to join the **2022 Bloomberg Gender-Equality Index (GEI)**. This was our third year of inclusion in this index, which aims to track the performance of public companies committed to transparency in gender-data reporting. It measures gender equality across five pillars:

- Female leadership & talent pipeline
- Equal pay & gender pay parity
- Inclusive culture
- Anti-sexual harassment policies
- Pro-women brand

This is testament to our commitment to create a more inclusive workplace in which diverse talent can succeed.

You can't create a great experience with lip service. It takes a bias for ongoing action.

Among the things we have learned as we have expanded our female workforce is that we have to keep moving, keep changing, and always ask: how can we do better? For many decades, with a largely male dominated organisation, we were able to think only one way, to provide only one kind of experience and to seek excellence in that.

Today, we have a diversified offering which offers facilities and equipment, as well as policies and forums that speak specifically to the needs of women. Clothes that fit. Change and ablution facilities that offer privacy and appropriate hygiene, and rules that ensure we can build on what we have created already, with women at the centre of our expanding journey.

Among other things, we offer the following:



Gender specific equipment

We source and supply Personal Protection Equipment (PPE) that is designed to fit our women employees so you can work in comfort and ease.



Gender Forums & Mentorship

Implats has gender forums focussing on Gender Mainstreaming and have mentors and coaches to guide you and ensure that our company is a place where women can thrive and grow.



Gender specific facilities

We are committed to ensuring there are gender specific change stations and ablution facilities so you are comfortable, safe and enjoy the privacy you deserve.



Strict rules & policies

Our code of ethics and our policies against sexual harrasment, discrimination and gender-based violence, all backed by ongoing education, are strictly enforced to ensure you are able to work safely and with dignity.



PART ONE:
OUR PHILOSOPHY

Our Core Values

Underpinning our belief system at Implants, are our Core Values ...



Respect

We believe in ourselves

We work together as a team

We take ownership of our responsibilities

We are accountable for our actions



Care

We set each other up for success

We care for the environment

We work safely and smartly

We make a positive difference to society



Deliver

We play our A-game every day

We go the extra mile

We learn, adapt and grow

We create a better future



Respect

For us, genuine heartfelt respect for one another is a non-negotiable. As a team of human beings, all aligned in pursuit of a shared set of goals, we are required to work closely together and so a dignified and healthy respect for each others' needs is absolutely critical. Some examples of how you can expect to experience the Core Value of 'respect' as a woman at Implats are:

We Respect ...

... You

We choose to see all human beings as valuable, worthy and interesting. We believe all you need is an opportunity.

... Your Capabilities

We recognise that you can add value to our team and that value is worthy of reward and recognition.

... Your Potential

We are all able capable of growth with the right training, coaching and mentoring and we provide excellent opportunities for upskilling and upliftment.

... Your Gender

Our focus is on gender equality, but we know we can serve you best by also being mindful providing facilities, leadership and policies created specifically for the needs of our women employees.





care

In 2018, Implats adopted a new leadership model called Care and Growth in recognition of how much healthier and more constructive relationships can be across the entire organisation when we focus on improving the daily experiences of one another. Some examples of how you can expect to experience the Core Value of 'care' as a member of the Implats team are:

We Care ...

... About You

Safety is our #1 priority, not just in operational terms but in our strictly enforced policies against harrasment and gender-based violence.

... About Your Growth

Aside from our excellent formal training, we also create growth opportunities through informal means, such as mentoring and coaching.

... About Your Families

We contribute to our employees' children's schools, the communities in which they live, and in many other aspects of your lives. We also know our women employees have a special role in the home and we fully support that.

... About Our Communities

Implats is a community of people, committed to being a good corporate citizen, whose footprint positively impacts your life, the lives of those you love, and the environment that we all share.





Deliver

When we say we will do something, we commit to it, and put it into action as quickly as we can. We know that delivering on what we say we will do, in a reliable and trustworthy manner, is the best way to earn the trust of all our stakeholders. Some examples of how you can expect to experience the Core Value of 'deliver' as a member of the Implats team are:

We Deliver ...

... On Your Needs

We are committed to providing equality of experience, services and facilities in all our operational areas.

... On Our Goals

We are building a business that provides stable employment for our team members far into the future, so you can work with clarity, direction and purpose.

... On Our Beliefs

No team member should ever feel threatened or discriminated against, or less valuable than anyone else. We never stop thinking about how we can make your experience at Implats better.

... On Real Equality

We are fortunate to have in our family, women of distinction for their contribution to the growth of women in mining, and we are committed to being an employer of choice for many more to create a truly equitable workplace.



So what does this mean for you?

- An **opportunity** you can truly call a **career**.
- A **workplace** you can truly call a **home**.
- **Leaders** you can truly call your **supporters**.
- **Colleagues** you can truly call **friends**.
- A **company** that embraces **diversity, equality and inclusion**.
- An **income** you can truly call **stable**.
- A **quality job** with many structured **benefits**.
- A **growth path** you never stop climbing.
- A **lifestyle** that introduces you to a **community** of excellent men and women.
- **Safety** that is **uncompromising**.
- An **industry** that has a **positive impact**.
- A company that acts as an **exemplary global citizen**.

A company that aims to be the employer of choice for women in mining everywhere.

A photograph of two women in industrial workwear. The woman in the foreground is wearing a white hard hat with a pink headband, a blue collared shirt, and a high-visibility orange jacket. She is smiling and looking towards the camera. The woman in the background is also wearing a white hard hat and a high-visibility orange vest over a blue shirt. They are in a factory or industrial setting with overhead lights and machinery visible in the background.

PART TWO: CASE STUDIES

The storied careers of some of our outstanding women



Tshireletso Mosii
Senior Chemical Engineer
Impala Refineries

“*Implats is a company that truly takes care of its employees. I was always so impressed when I was growing up because my father worked at Impala in Rustenburg and they really took care of him and enabled him to provide for his family. For me, my work here has always been noticed and I have always received help and support. I feel it is life’s greatest opportunity to work in mining and to have the opportunity to do that at Implats.*”

Tshireletso’s history with Implats goes back a long time since her father worked for Impala in Rustenburg. He used to take her school results to work, which led to the company choosing to subsidise her high school fees through one of the bursary programmes, which focused on maths, science and English. It was through that programme, that she fell in love with chemical engineering, and decided to study it further. She had always wanted to work at Implats, having experienced its positive impact first hand, so when a friend forwarded her a job post at refineries, back in 2018, she leapt at the chance. From her start as a chemical engineer, she has grown to senior chemical engineer and is being assisted by Implats to become a professional chemical engineer.



Didi Bantobetse

Mine Overseer

Impala Rustenburg

“*Implats is very big on diversity and inclusion, having appointed its first female mine manager back in 2018, and for me that changed everything. I want to work at a company that really embraces women; not just talks about women but walks the talk. It is very fair to say there is a great career path for women, with opportunities for every kind of role you can think of. I know I made the right decision to pursue my career at Implats.*”

Didi was always good at chemistry at school, and chose at first to study chemical engineering and then metallurgy when she left school. Her studies eventually led her to a diploma in mining and engineering, a career she was drawn to at first because there was very low female representation and she felt she would be able to make her mark. Her introduction to mining came in 2010 with another platinum producer, and over the next decade, she worked hard and learned on the job. When she was ready for the next step, her graduate community, with whom she had remained in touch, shared the great things that were happening at Implats in terms of careers for women so in July 2019, she chose to join us as a mine overseer.



Tina Malau

Head: Stakeholder Engagement
Impala Rustenburg

“ I have always been drawn to Implats because it is a company that genuinely takes an interest in growing and developing women, and creating opportunities for women, particularly in core and technical areas. This is a company in which the leadership is clear that diversity and inclusion is not a favour, but is critical to the business. We are intentional about it here and I can tell you that I have experienced it personally in my own career growth. ”

Tina's journey in mining began as a social affairs consultant, facilitating stakeholder and community engagement and seeking approval from the tribal authorities and the community to proceed with the development of the Marula project. That experience enabled her to take on the role of Corporate Social Investment (CSI) superintendent at Impala Rustenburg where in 2008, she and Johanna Tau formed the stakeholder engagement department. After a career stint in the coal mining industry, in which she led the critical role of stakeholder engagement in a very complex environment, she re-joined Impala Rustenburg as Head of Stakeholder Engagement in 2021, bringing with her a wealth of varied experience.



Tsitsi Dhambuza

Mine Captain
Zimplats

“ I would encourage any woman with a passion for mining, to join Zimplats. This is an organisation that recognises your qualifications, your potential and your attitude, regardless of gender and you can really excel here. Most of all, Zimplats really gives you the opportunity to demonstrate your brains and enables you to deliver on an equal level. ”

Tsitsi was always interested in a career in engineering, because of her love for physics and mathematics. She came to mining when she realised there was a great deal of diversity of roles in that career. After university, she did her graduate training at a nickel mine where she earned her full blasting license. She was soon drawn to Zimplats when she realised it was the best mechanised mine in Zimbabwe and that she would have better opportunities to advance and grow in her areas of passion. It wasn't always easy. In those early days there were very few women in mining positions and she had to work hard to prove herself. As time progressed she began to see her role had nothing to do with gender and everything to do with brains. Her hard work and commitment saw her appointed as Zimplats' first female mine captain in 2021.



Ruth Kobue-Makgala

Operations Engineer
Impala Rustenburg

“*Implats is the best company of all, when it comes to training and developing its people, and it creates a lot of opportunities for people when it recognises your talent and your commitment and your hard work. I really would recommend it to any woman who wants a career in mining.*”

Ruth grew up near the Impala mine in Rustenburg, where her mother used to use the 4am alarm to wake her and her siblings up for school. Perhaps it was always only a matter of time before this 21 year veteran joined our ranks. After she finished high school, she decided to study electrical engineering and after completing two years of studies, she joined the Implats apprenticeship programme, to earn her qualification. When she qualified in 2003, she joined Impala in the Rustenburg smelter as electrician and she realised she was home. Over the next four years, she worked hard and earned a promotion to the position of foreman and then in 2008 Implats sent her back to school to continue her studies. In the years that have followed, she has been promoted to junior engineer and ultimately a full engineer. She has a dream of being a general manager one day.



Vanessa Williams

Senior Long Range Planning Engineer
Impala Canada

“ If you are a woman considering a career in mining, I would absolutely recommend Implats. You’ll be spending a lot of your time at your place of work, so you’ll want to find a company that values its people and the communities in which they work. That is definitely something I can say I have experienced first hand at Implats. ”

Vanessa grew up in the renowned coal mining district of Cape Breton Island on the east coast of Canada, so perhaps mining has always been in her blood. Her initial instincts, however, were not towards mining and engineering, but mathematics and architecture, and it wasn’t until engineering students at university prompted her to explore the idea, that she first realised mining was a perfect fit. Post-graduation in 2009, her journey took her through various aspects of the industry and ultimately led her to Implats in 2018. Her commute between the mine site and her Nova Scotia home every two weeks consists of two flights and several hours of driving, but she says the quality of the people, the company and the work environment have made it an easy decision for her to commit to developing her career with Implats.



Thandeka Mota

Mine Overseer

Marula

“ *When I joined Marula out of university, I really didn't have any experience in mining, but the support I got right from the very start was amazing. I have always felt respected and like the people all around me at work, believe in me and want to see me succeed. I would definitely recommend it as a career for any woman who wants to be challenged in order to grow.* ”

Thandeka hadn't given any real thought to mining through her schooling years. Coming from Nelspruit, she had never been exposed to mining and there wasn't therefore any reason for it to be on her radar screen. She had always been interested in maths and science however, and when a career expo came to town in her final year of high school, she became intrigued by a profession that was still very under-represented in terms of women. Marula offered to sponsor her and offered her a job at the end of her third year of studies in 2014, launching her career in mining as a graduate intern. A short while after that, she acquired her blasting certificate, and earned promotions in the years that followed to miner and then to shift boss, and ultimately to playing the role of mine overseer.



Adelle Coetzee
Executive: Metallurgy

“ I would recommend Implats to anyone, regardless of gender. A strong belief in diversity and inclusion gives Implats the edge. Implats has been actively driving the development of women into leadership positions, creating opportunities for women to make a difference. The road has been paved for women and I can attest to that from first-hand experience, especially in the Mineral Processing, Smelting and Refinery divisions. ”

In 1992 **Adelle** decided to pursue a career in engineering, obtaining a bursary from Gencore, of which Impala Platinum was a subsidiary and commencing her studies in 1993. In those days, engineering in the mining industry was a male dominated profession and she was initially denied a bursary from a leading mining house because they felt she was physically too small to ever succeed in the mining environment. Fast forward through a career spanning more than 25 years and she has proven the opposite, rising from a young metallurgist working shifts as an operator, to a full plant metallurgist, to operations manager, to head of South African concentrators and ultimately to the corporate role of Executive: Metallurgy with global responsibilities.



Meroonisha Kerber
Chief Financial Officer

“ I look at our executive team and at the number of women at Implats in all positions and I can see that this is a team that is committed to encouraging women to truly participate and to develop them and provide growth opportunities for them. That's something I am passionate about and one of the main things that really appeals to me about Implats. ”

Meroonisha has been our Chief Financial Officer since 2018, and is a member of our senior leadership team. A chartered accountant who started her career at Deloitte, she had mining clients right from the start, so when she decided it was time for a career change early on, mining was a clear choice. She says she enjoys the people in mining who are genuinely passionate about what they do, she enjoys the complexity of a highly challenging environment, and she is committed to helping lead the transformation journey that Implats is on. When she was offered the opportunity to join Implats at the senior level, she had also decided it was time to start a family and she says the way the senior leaders on her team accepted that and welcomed her, confirmed for her Implats was the right place for her.



Mpho Malgas
Mine Supervisor
Impala Rustenburg

“ One of the many things I like about Implats is that we never ask anyone to do a job they’re not thoroughly trained for. This is a company that works hard to ensure you have the trained competence to do your work so that everyone is a skilled and trained member of the team. It’s easy to grow here if you want to grow and are willing to put in the effort. ”


Mpho joined impala in 2006 as an equipment helper and rose her way up through her hard work and dedication to winch operator and eventually shift supervisor. Along the way, she achieved her blasting certificate in 2015. It wasn’t always going to be the case however, since her first career choice was finance, having always been interested in numbers. A break in her studies led her to Implats and the discovery that mining was a career that suited her perfectly. She says that her constant ongoing development has been one of the key reasons she has found a long-term home at Implats and she has always appreciated the supportive and helpful nature of her fellow Implats team members and the fact that she has been given equal treatment throughout her career. At the time of writing, Mpho was busy with her chief supervisory ticket, with ambitions for further development.



Thabile Makgala
Executive: Eastern Limb

“ I believe Implats is one of the greatest mining organisations in the industry. The culture of collaboration, and the enabling environment I have experienced personally, should definitely be attractive to anyone who wants to join the mining industry. I have especially appreciated the way Implats gives women challenging work and career advancement opportunities. ”

Thabile has gained experience in mining over many years and in many disciplines including gold and coal, beginning when she was offered a bursary to study mining by a peer company when she was in her final year of high school. She was literally at the rock face from the start, since a stipulation of her bursary was that she would first spend a year working in an underground role. During that year she obtained her blasting certificate, following which she was enrolled at Wits to study for a degree in mining engineering. In 2018, she was invited to join Implats in the position of Group Mining Engineer and today is the Executive for Implats' Eastern Limb operations. Thabile says the spectrum of mining techniques at Implats, from conventional, to highly mechanised, geographical distribution of the mining operations and the complexity of work, offer many opportunities for a varied and fascinating career.

A close-up, high-angle photograph of three dark, textured books stacked on top of each other. The books have a slightly worn, leather-like appearance. The text is overlaid in the center of the stack.

PART THREE:
YOUR BENEFITS

Our benefits reflect our commitments

We believe in equality. But we also recognise that women have specific needs and interests. We know that an organisation's understanding of, and commitment to, such things may tip the balance between you choosing to join us, or to go somewhere else.

And so it should be ... because being the employer of choice is about more than the job.

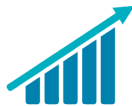
It's about the whole experience.

It's about the support and the thoughtfulness and the inherent willingness to constantly try to understand and stay on top of what is essential in a constantly changing world ...

A BROAD OUTLINE OF BENEFITS



Equitable
Pay



Equal growth
opportunities



Ongoing training
and development



Women mentors
and coaches



Education
Assistance



Home Ownership
Assistance



Strict harassment
Policies



Health and
parental benefits



Retirement,
disability & death
benefits

Because Implants is a global organisation, there are variations in the specifics of the benefits we offer, in acknowledgement of the laws and norms in those locations.

No matter where you are however, the way we select and structure our benefits for women follows a process of continuous improvement to ensure they match your current and changing needs.

The benefits listed on this page represent some of the highlights, and although there are some local nuances to how they are applied, they are nevertheless available to all our women employees all over the world, along with many other relevant benefits besides.

To find out more about the benefits on offer to you in your part of our Implants world, please consult with your local HR team, speak to your manager, or read through the full generic EVP for your operation.

Contact Details:

For more information about our EVP for Women, please speak to your manager or supervisor, or contact your HR representative on the following number:



South Africa
0800 005 314



Zimbabwe
0772 161 630



Canada
1 888 921 6875 ext. 510