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EMPLOYEE VALUE PROPOSITION

# When you think of mining, what comes to mind?

You may think heavy industry, and you would be right. Giant machines, thousands of people, millions of tons of rock, excavated from the ground every year. All of this is true. **But that is only the one piece of the picture.** When you ask Implats team members what comes to mind when they think of mining, they think of great people, huge opportunities to grow your skills and experience, care, respect, generosity, thoughtfulness, and of managers and leaders that work every day to create an experience for all team members that puts us in an industry-leading position as an employer of choice.

## This is our promise ...







# People first

We are about high performance, excellence, and an unwavering commitment to safety at every turn. We'll challenge you, and you'll work hard at Implants. But in return, we'll work hard to help you create a rewarding career, you can be proud of.

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 member of our Implants team, about the value we offer to you in exchange for your time, skills and experience.

**At Implants, 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

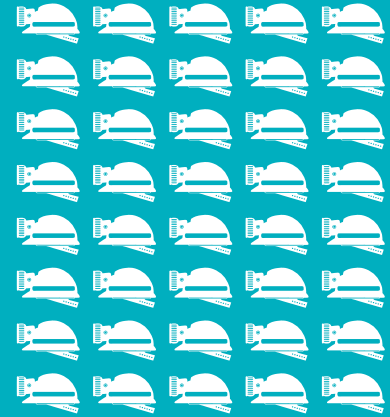


1967  
The year we started

**PGMs**

★  
We mine, refine and sell  
Platinum Group Metals

THE SIZE OF OUR GLOBAL TEAM



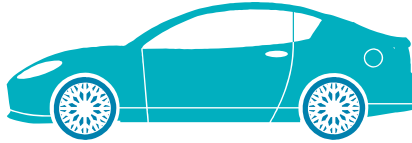
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Every day, the work you do has important impacts around the world. These are some of the ways in which PGMs are used on a daily basis.

## What we do, matters

### Catalytic converters

Platinum is used in all modern cars to keep our air clean.



### Cell phones



Platinum is an important part of many of the tiniest components in your cell phone.

### Water treatment

Palladium is very effective in helping to purify ground water that may have been polluted.



### Jewellery

Platinum has been popular for use in jewellery for more than 1300 years.



### Pacemakers

Platinum is a perfect material to work with for some very technical medical needs.



# Being a great employer begins with how you feel about people.

For any organisation, there is a choice: we could think of ourselves as a mining company that employs 40,000 people, or we could think of ourselves as a team of 40,000 human beings who work together in mining. **When you think about it like *that*, it changes everything.** It changes the way you create benefits and the way you offer them. It changes the way you think about responsibility, both inside and outside the Implats workspaces. It changes the way you think about the role of leadership, and how to inspire and motivate people. It changes the way you define excellence, the way you measure results and ultimately, the way you impact all the lives of the human beings around you.

## At Implats, that's the choice we are proud to say we have made ...





You'll see it every day around here, no matter which Implats operation you work at.

**You'll hear it** in the language of Implats colleagues, supervisors, managers and leaders who have committed to make care and respect daily aspects of our relationships.

**You'll see it** in their actions; in the smiles and the support of all members of the Implats team, with whom you share common goals and objectives.

**You'll feel it** the thoughtfulness that has gone into all our operational equipment and procedures to make them human-centric rather than production-centric.

**You'll experience it** in the vast number of opportunities that exist to increase your skills, diversify your experience, and grow your career.

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. Together, we believe there is no limit to what we can achieve.

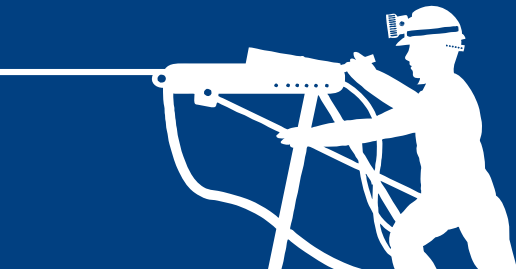


# If none of this sounds like a typical mining house to you, that's because it isn't.

We aim to be the best we can, in everything we do, whether that is setting an example for others to follow by ensuring every one of our team members returns home every evening without harm, or whether it is producing the highest quality refined metals anywhere in the world.

But we know we cannot achieve any of our goals without skilled and passionate people.

We are always thinking about ways we can grow our team members in order to mutually benefit one another. And we are always on the lookout for talented individuals to join our team and share in our mutual growth.



## We encourage you to find out how you can fit into our team.



# Care & Growth

All Implats leaders have signed up to a model of leadership called **Care and Growth**, which commits them to focus on the long-term wellbeing of all our team members. Some key attributes of this leadership model are:

## Benevolence

A cornerstone of any great relationship at all levels of an organisation is that we have an intention to do well by one another, to think positively and to expect the best.

## Willingness

We have an intention to go the extra mile for one another in recognition of the important role every person in the organisation has to play and the value they bring to the table.

## Generosity

We operate with an intent to give, knowing that if we are 'givers' rather than 'takers', we create authenticity, harmony and trust. We live out this principle with courage.



# Women in Mining

We are committed to gender equality across our entire employee experience, but we have an active policy to hire women into positions where they are under-represented, such as in core mining positions. To find out about the ways we are making Implats an ideal career choice for women, see our focused **EVP for Women** on our website ([www.implats.com](http://www.implats.com)).

## 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.







# 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. Examples of how you can expect to experience the Core Value of 'Respect' as a member of the Implats team 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 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 serve you best by being mindful of providing facilities, leadership and policies that recognise the differing needs of all of our team members.





# 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.

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

The highest priority for us is safety, not just in operational terms but in our strictly enforced policies on respect, fairness and equal opportunities.

### ... About Your Growth

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

### ... About Your Families

Around the world, we contribute to our employees' children's schools, the communities in which they live, and in many other aspects of their lives, understanding that we're people first, employees second.

### ... 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

The background of the slide is a photograph of an industrial facility, possibly a refinery or chemical plant, under a cloudy sky. In the foreground, two white silhouettes of workers wearing hard hats and safety gear stand with their hands on their hips, looking towards the right. The overall scene is industrial and professional.

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. 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 committed to being an employer of choice that creates a truly equitable workplace for all our team members, wherever you may work and whatever your role may be today and in the future.



# 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 in the global mining industry.





# Part Two: Case Studies

The storied careers of some of our outstanding men and women.



**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.





**Khethani Makhuvha**  
Senior Chemical Engineer  
**Impala Refineries**

“ I would recommend Implats as an employer because I can say first hand, you will be developed to be the best you can in your field, and your development is taken seriously.”

When **Khethani** was in matric back in 2008, a gentleman from Implats spoke at his school about pursuing a career in mining, impressing him greatly. Aside from the fact that Implats was making bursaries available to learners, he says he was also intrigued they would come from so far away, since there is no Implats facility near where he went to school. To him, it was simple: if they cared enough to do that, how far must they go for their employees? That impression was cemented when, as part of his bursary programme, the work he was given to do during his required vacation work periods in December was obviously designed to grow him not just as a future employee, but as a person. Where he had friends who did little more than run errands, at Implats, he was interacting with engineers in different fields, and engaging in practical, on the job learning. Khethani formally joined Implats in 2014 as a graduate chemical engineer, and has enjoyed constant development by the company since then. Today he is a senior chemical engineer.





**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.



**Tshepo Molapisi**  
Manager: Engineering  
**Impala Rustenburg**

“ I don't think any industry presents the unique opportunities to grow in such a diversity of fields as mining does. Even as an electrical engineer, the challenges I encounter daily often include mechanical, civil and industrial engineering aspects as well, so mining is a really interesting field. That is all the more true at Implats because it can create such growth opportunities at scale. If you want to be challenged to be excellent you'll be in the right place at Implats.”

**Tshepo's** interest in mining started at an early age through his father, who worked in the industry. When it came time for him to consider a career, it was electrical engineering that captured his interest however, because of the important central role it played in the support of a mine's core operations. He was sponsored by a peer organisation and completed his studies in 2005, spending the next 15 years in the gold and platinum mining fields before joining Implats in 2019 as an engineering manager. According to Tshepo, the scale of Implats and the current life stage of some of the Implats shafts are appealing because they offer highly unusual opportunities, such as the experience of ramping up a shaft to a steady state.



**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.





Fortunate Kgoete

Mine Overseer

**Marula**

“ I would really recommend Implats as an employer in the mining industry. We look after our people here, from really good pay, to many, many opportunities for career advancement, to the way we look after our people both inside the mining environment and in the communities too. I have a lot of experience in a number of mining operations and I can tell you Implats is the best.”

**Fortunate's** journey in mining started in an unusual space, working for a tunneling contractor. Among his clients was a mining operation, which gave him his first exposure to the industry. He says although it was a sheer coincidence that he found himself in a mining environment, he came to love it and it wasn't long before he went looking for a job with a peer company. From a basic start as a general labourer, he became a rock drill operator and was ultimately sent for training as a learner miner. His career thereafter took him through a range of mining operations as a stoping miner, miner and shift supervisor before he first joined Implats at our Rustenburg operation in 2016. Two years later, he joined the crew at Marula where he is currently a mine overseer, and studying for his mine manager certificate of competency.



**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.



**Tebogo Llale,**  
Group Company Secretary

“ *My experience at Implats is that there are plenty of opportunities. We are a really open organisation, which you can join and reach your full potential. You must work hard for your spot in the organisation because nothing will be handed to you on a silver platter and you must give it your all. If you are the best man or best woman come the day, you will be recognised.* ”

**Tebogo's** route into mining was perhaps accidental, but ultimately, he found a home at Implats, where his skills and talents have enabled him to make a significant impact. As an intern at the South African Remuneration Association, he was selected by Implats in 2006, for a position he was surprised to find was in Rustenburg. He was initially reluctant to relocate from Johannesburg, and was told that he would only have to work there for six months to fulfill his obligations. In the end, he stayed for two years, with another nine months assisting the new head of HR at Implats Refining Services before looking for a new challenge. The opportunity that opened up was that of Assistant Company Secretary, based at head office, which he accepted in 2009, going back to school for the three years beginning in 2011, to study for that role. In 2014, he was appointed Group Company Secretary and has held the position since.





**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 implala 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.



Sello Galeboe

Shift Supervisor

**Impala Rustenburg**

“ We have great people at Implats and there are many great opportunities open to the Implats team members. When you need to grow, there is a solid culture of people development and you always have the chance to meet people who can guide you and show you how to plan and build your career.”

**Sello** has been a member of our team in two stints, first between 2002 and 2008, when he achieved his blasting certificate and eventually rose to become a crew captain at 11 Shaft in Rustenburg, and again, when he rejoined us in 2010. He is currently a shift supervisor at 14 Shaft. He believes the key to growing at Implats is to love your job and the most important quality you can demonstrate is honesty; combine those things, he says, and career development can take down any path you choose to work towards. According to Sello, you are never done developing at Implats, and as you grow, new opportunities always present themselves to ensure there is constant momentum on an upward trajectory.





## 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.



Noah Maebela

Junior Mine Planner

Marula

“Mining offers a wealth of opportunities, so you are on a good path with mining. Whether it is geology, surveying, rock engineering, ventilation or core mining and production, the career opportunities are really many and varied. And Implats is absolutely the best employer. It invests in its people like nobody else, and I can tell you people are happy here.”

**Noah** joined Implats as a mining engineer in training in 2012, having achieved his B Tech in mining engineering the year before. His preference had been for electrical engineering before he discovered mining, but a mid-study break was sufficient to change his mind and ignite a passion for mining. His career at Marula, has taken him along a journey through engineering, to being shaft foreman and eventually in 2018, to the planning department where he is now a junior mine planner. He believes Implats is ideal in that it has given him excellent career development, that the long lifespan of Implats' mines provides real job stability in a way that many other mines and other mining categories do not, and he says it doesn't hurt at all that he lives within walking distance of the Marula mine facility!



## Zacharia Maruma

Mine Manager

**Impala Rustenburg**

“ I’ve been impressed by Implats because it’s very different in my experience. The decentralised nature of gold mines generally means you don’t get the sort of systems, approaches and speed of response that we get at Implats. It’s really great to work at an organisation that has such a level of coordination at its core.”

**Zacharia** is one of many of our team members who discovered mining late or as a second choice, then found they fell in love with it. After finishing secondary school while considering a career choice, he took the advice of a family member and enrolled at the University of the Witwatersrand to study mining engineering. He entered mining in 2008, initially in gold, working through a number of peer companies and in the deepest mines in the world, such as the record holder Mponeng. Along the way, he went through the ranks, obtaining his blasting certificate, becoming a miner and eventually rising to the position of mine manager. In 2021, he brought his skills and experience to Implats where he was appointed mine manager at our 14 Shaft in Rustenburg. Zacharia says the move was about diversifying his experience. He had spent a career in gold mining, and platinum presented an entirely new set of challenges in a brand new operating environment.





**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.



**Eric Modau**  
Plant Manager  
**Impala Refineries**

“ I would absolutely recommend Impala Platinum Refineries as an employer of choice because you are learning and having your technical abilities challenged all the time, which is very rewarding. The company cares for its people and provides many opportunities for one to improve oneself. I can also say with pride, that our refineries are world class and our products are highly sort after worldwide.”

**Eric** had been a lecturer at the University of Limpopo MEDUNSA campus for many years when he saw an ad for a research chemist position at the Implats refining operation. He thought it looked like an exciting opportunity and he applied in 2008, being invited to join our team that year. His task was to research ways to improve company processes to make them safer, more energy efficient and to limit the environmental impact of the Implats operations. Over the next few years, he got to learn the plant and in 2012 he was transferred to production, Smelt, as Smelt technical superintendent. He holds BSc and Msc degrees and in 2013 was awarded his PhD in chemistry. In 2015 he became the first African plant manager in the PMR plant when he was appointed Smelt Manager.



## 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.





**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.



## Brendan Maseti

Executive: Risk, Insurance and Compliance

“There is no doubt that the opportunities for growth at Implats are really great and you aren't just limited to one line of progression. You are able to look at alternative areas in the business where there may be opportunities for your skills fit and you are encouraged to explore those.”

**Brendan** brought significant experience in risk management to Implats when he joined us in 2018, having worked in the South African ports and harbours space and more recently, having helped a peer mining organisation overcome the significant challenges of a long strike as their Group Risk Manager. That latter assignment earned him the accolade of South African Risk Manager of the Year in 2017, which is a rare and exceptional achievement. When he came to Implats, he was immediately challenged to bring all his skills to bear, helping our organisation to pre-empt all the many potential challenges that might prevent us from achieving our business objectives in a busy and changing mining environment. In his time at Implats he has excelled, ultimately being invited to take on the bigger role of Executive: Risk, Insurance and Compliance. Brendan holds a B-Tech from the Cape Peninsula University of Technology and in 2016 bolstered his business leadership skills with an MBA from Milpark Business School.



**Randall Mulligan**  
Engineering Training Officer  
**Impala Refineries**

“ If you are interested in progressing or developing yourself, especially in mining, Implats is the place to be. But you have to be self-driven. Nothing is just handed to you on a silver platter, but if you bring yourself to the table and you are self-motivated, you’ll find no better place to grow your career.”

**Randall** is a 28 year veteran at Implats, having joined us in the mid-1990s as an apprentice electrician. He says he had been interested in mining his entire life, having grown up with a father having an engineering background, and so Implats was an easy choice when he was first considering a career. A journey that has taken him through the electrical and instrumentation departments as a junior engineer eventually led him, in 2007 into training and development. For the past 15 years and counting, Randall has led training in engineering and safety which he is proud to call second to none, as well as helping Implats people acquire study aid assistance to tertiary institutions all over South Africa. Among Randall’s proudest achievements, through the Implats training and development structures he has seen people rise from having no qualifications at all to holding positions of great responsibility. He says, to be part of that, is something special.





**Harmony Muzhizhizhi**  
Section Manager  
Zimplats

“ I would absolutely recommend Zimplats as an employer. It is a high pressure environment, very results-driven, and it is the kind of place where you get driven to excellence. If you really want to reach your potential, Zimplats is the place to do it. ”

**Harmony** was exposed to the fascinating world of mining when he was young and his uncle, a geologist, would talk to he and his friends about his work. When he completed high school, it wasn't geology that called to him however, but mining engineering. When he graduated in 2005, he completed a year of attachment, being offered a job before the year was out. His next step was a graduate learnership programme and once again, his passion and talents for mining saw his first promotion before he completed the programme. His career took him through the roles of miner, shift boss and acting mine captain, and eventually led him to Zimplats, in 2007. Mining in platinum for the first time, led him to decide to start from the shop floor once again as a miner, but within two and a half years, he was back to the level of mine captain. His next move was into mine planning, rising to central planning engineer before being promoted to section manager.



## John Nkosi

Group Head: Sustainable  
Development

“*Implats is extremely good at growing people, whether it is in terms of education assistance, which I have personally benefited from, or in terms of creating opportunities through working with interesting people and on interesting projects. I can also say that after many years here, a thing I appreciate more than anything else, is the amazing people who respect, care and deliver and live the values of the company every day.*”

**John's** start in mining began the day he realised an affinity for maths and science in high school made a career in chemical engineering a smart choice. Since the refining sector is an ideal place for a chemical engineer to pursue their talents, the road led him to Implats which he joined in 2003 with an MSc in hand. Over the next six years, he earned promotions to senior chemical engineer, and plant manager at the Implats refineries operation, gaining the necessary experience to become a registered professional engineer with the Engineering Council of South Africa. In 2015, he was appointed to a group-level position as head of sustainable development, a role that leverages his technical, environmental, safety and stakeholder engagement experience. He has subsequently added an MBA to his leadership qualifications..



## Vanessa Williams

Snr. 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.



A close-up photograph of a dark, textured book cover, possibly leather or cloth, with a metallic spine. The book is positioned diagonally, and the text is overlaid in the center. The background is dark and slightly out of focus, showing some faint, illegible markings on the cover.

# Part Three: Your Benefits

# Our benefits reflect our commitments

We know that an organisation's understanding of, and commitment to, the things that impact and improve the daily lives and future plans of our people 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 Implats 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 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 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 Implats world, please consult with your local HR team or speak to your manager.





## Contact Details:

For further details about the information in this guide, please speak to your manager or supervisor, or contact your HR representative on these numbers:



South Africa  
0800 005 314



Zimbabwe  
0772 161 630



Canada  
1 888 921 6875 ext. 510