



WOMEN IN MINING INITIATIVE ACTION PLAN: OCTOBER 2020

1. INTRODUCTION

The objective of the Women in Mining Task Team (WiMTT) is to support the Women in Mining Leadership Forum (WiMLF) with the development of the Women in Mining programme for the transformation of the mining industry. The WiMTT is the technical and implementing arm of the WiMLF that drives the strategies set by the WiMLF. All projects and intentions are to support the WiMLF with the ambition of equal representation of women by addressing the leadership commitments to gender diversity and inclusion, as well as the attraction, retention, and development of women in the mining sector.

On 28 September 2020, the WiMLF approved the champions and support companies for the seven foundational measures of the strategy on women in mining. They further directed that action plans for each of the measures be developed and submitted to the Forum for consideration and approval.

This document outlines the foundational measures and the stated action plans developed by each of the working groups on the respective foundational measures.

2. BACKGROUND

In March 2020 the Minerals Council published the white paper on Women in Mining as a guiding document for the streamlining of strategies of the mining industry to advance women in mining by focusing on advancing women representation and encouraging decisions that are in the best interest of women. Four priority areas were identified to guide implementation at an overall industry level and seven foundational measures were derived from the priority areas to guide actions at a company level and to serve as indicators of progress.

The seven foundational measures and their respective objectives are as follows:

- i. **Foundational Measure 1** - Reaffirm Zero Tolerance for Gender Based Violence and Femicide (GBVF) through a Stop Abuse of Women campaign, and ensure reporting and other mechanisms are in place to deal with incidences of GBVF
- ii. **Foundational Measure 2** - Develop gender diversity and inclusion policies for companywide implementation.
- iii. **Foundational Measure 3** – Develop and implement a dashboard to measure and track gender diversity and inclusion metrics across the mining industry
- iv. **Foundational Measure 4** - Initiate unconscious bias training and awareness for the transformation of culture across organisations
- v. **Foundational Measure 5** - Develop and deploy ongoing companywide pulse check surveys
- vi. **Foundational Measure 6** – Ensure a gender inclusive physical environment companywide
- vii. **Foundational Measure 7** - Ensure industrywide distribution of PPE for women

3. FOUNDATIONAL MEASURES

Members represented in the WiMTT volunteer as leadership and support on the respective foundational measures. The proposed plans by the respective working groups are expanded upon in this document. The working group memberships are attached in the appendix.

The broader Working Group notes that the proposals presented are more appropriate to a larger mining company. Junior & Emerging miners will not necessarily have the capacity or numbers to implement some of the proposals made. The Working Groups will consider a “smaller” project plan for the Junior & Emerging Miners at a later stage.

The Working Group also acknowledges that there are commonalities between the respective foundational measures and will at a later stage have a workshop to look at how the proposals can be integrated and a more detailed timeline allocated to the foundational measures. This is to ensure that the process is efficient and impactful. A further objective of the Minerals Council WiM initiative is to also synchronise the work done by Minerals Council WiM with existing initiatives by external stakeholders such as the Department of Mineral Resources & Energy (DMRE), as this will strengthen the collaboration, partnership and impact of the Women in Mining Initiative.

The identified low-hanging fruit that can be implemented in Q4 of 2020 and Q1 of 2021 are:

(A)

- As an extension of the Industry commitments made on the Stop Abuse Campaign of March 2020- The Minerals Council are proposing a Gender-Based Violence Tip-Off Line to be funded by the Minerals Council and managed by Deloitte Consultancy. This service offering will be an extension and support to existing tip-off lines at individual companies. The proposed date for the launch of the GBV Tip-off Line is the first week of December 2020, within the 16 days of Activism timeframe.

- The Minerals Council representatives on the Mine, Health & Safety Council (MHSC) are also engaging the Department of Mineral Resources & Energy (DMRE) on participating at their planned 16 days of Activism event – a further platform to raise the profile and intentions of the Women in Mining Initiative.
- These initiatives are in support of the intentions of Foundational Measure 1.

(B) Foundational Measures 6 & 7 have proposed timelines for compliance and review of current systems at individual member companies. This review by companies, and the opportunity for the Minerals Council to collate and report: will demonstrate tangible progress on the Women in Mining Initiative.

FM1: propose a strategy on GBV for industry to implement- as an extension and in support of already published industry commitments on GBV, from March 2020

Lead : Exxaro

Support : Sasol Mining

This intended approach and proposed roll out plan's purpose is to craft a strategy that reaffirms zero tolerance for GBV in the mining industry. The plan is aspirational and subject to change depending on available resources.

It is proposed that the Foundational Measure be renamed for purposes of clarity to "reaffirming zero tolerance for GBV". The existing wording suggests that a campaign should be run, however, the strategy that will be crafted will determine the specific initiatives that should be run (which may or may not include a campaign).

A collaborative ecosystem approach will be taken in crafting the strategy and will include partnering for enablement.

Proposed plan– A six phased approach is proposed that will kick off in 2021, is explained further in the table and schematic below:

Phase 1: Identify & onboard partners to enable the strategy.

Phase 2: Determine trends, objectives, KPIs.

Phase 3: Determine the status quo.

Phase 4: Gap analysis.

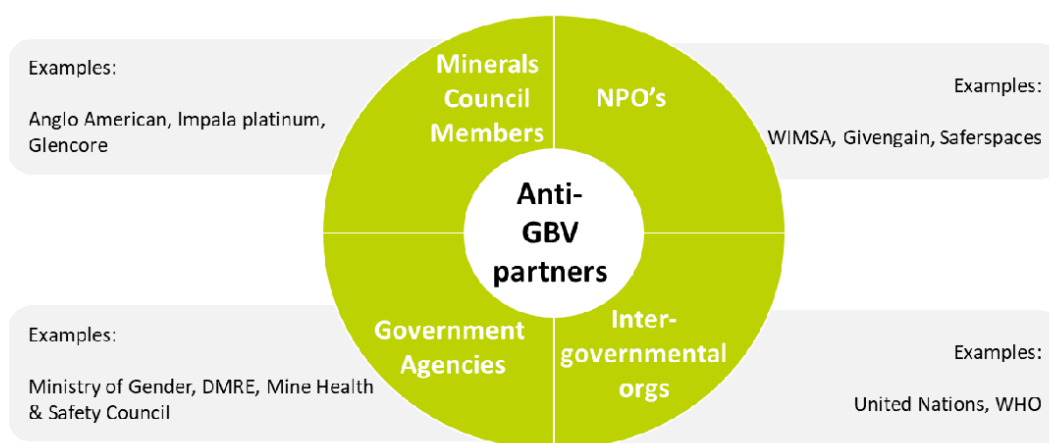
Phase 5: Propose initiatives.

Phase 6: Track and implement (to be done by Minerals Council and member firms).

Phase	What does this phase Entail?	Why is it Important?	How might we go about doing it?	
Phase 1	Identify & onboard partners	Identify and onboard partners to support with FM1.	Making an impact in our industry needs a collaborative effort. Therefore tapping into our ecosystem will increase the robustness and momentum for FM1.	Create a stakeholder map. Engage possible partners. Agree on roles.
Phase 2	Determine Trends, Objectives & KPIs	Understand what we want to achieve from the strategy given macro environmental trends & signals.	To ensure our eventual recommendations are robust, they must address the possible futures regarding GBV. We can only manage what we measure thus success indicators must be crafted for tracking.	Macro-environmental scanning and scenario planning. Set objectives for GBV along with quantitative success indicators.
Phase 3		Determine what the existing state of affairs is for GBV in the mining industry.	For us to know what is to be done in the strategy we must first understand what is happening currently. This will ensure we do not duplicate efforts and that we learn from what is already existing.	Conduct an exploratory fact-finding mission to understand GBV in our industry. Create a framework which will provide guidance on what we should consider when shaping a GBV strategy.
Phase 4	Gap Analysis	Comparing the industry status quo with macro trends.	The gap analysis will give us an indication of how far our industry needs to go to achieve anti GBV goals.	Highlight the discrepancy between our targets and our current practices.
Phase 5	Propose Initiatives	Initiatives must be crafted to close the gap so we can reach our targets.	Initiatives will give the industry clear actions to implement. This will create alignment and decrease ambiguity in way forward.	Use the gaps as well as phase 2 outputs to craft projects/initiatives with proposed timelines and metrics to measure success.
Phase 6	Implement & track	Member firms roll out the proposed strategy and MINCOSA tracks the progress.	We will only see results if there is implementation. We will be able to manage outcomes only if we measure progress.	Handover strategic plan to MINCOSA. MINCOSA will roll out implementation of initiatives through member firms and continuously measure success

**The plan is aspirational and subject to change based on partnership engagements and macro-environmental scanning*

Potential ecosystem partners



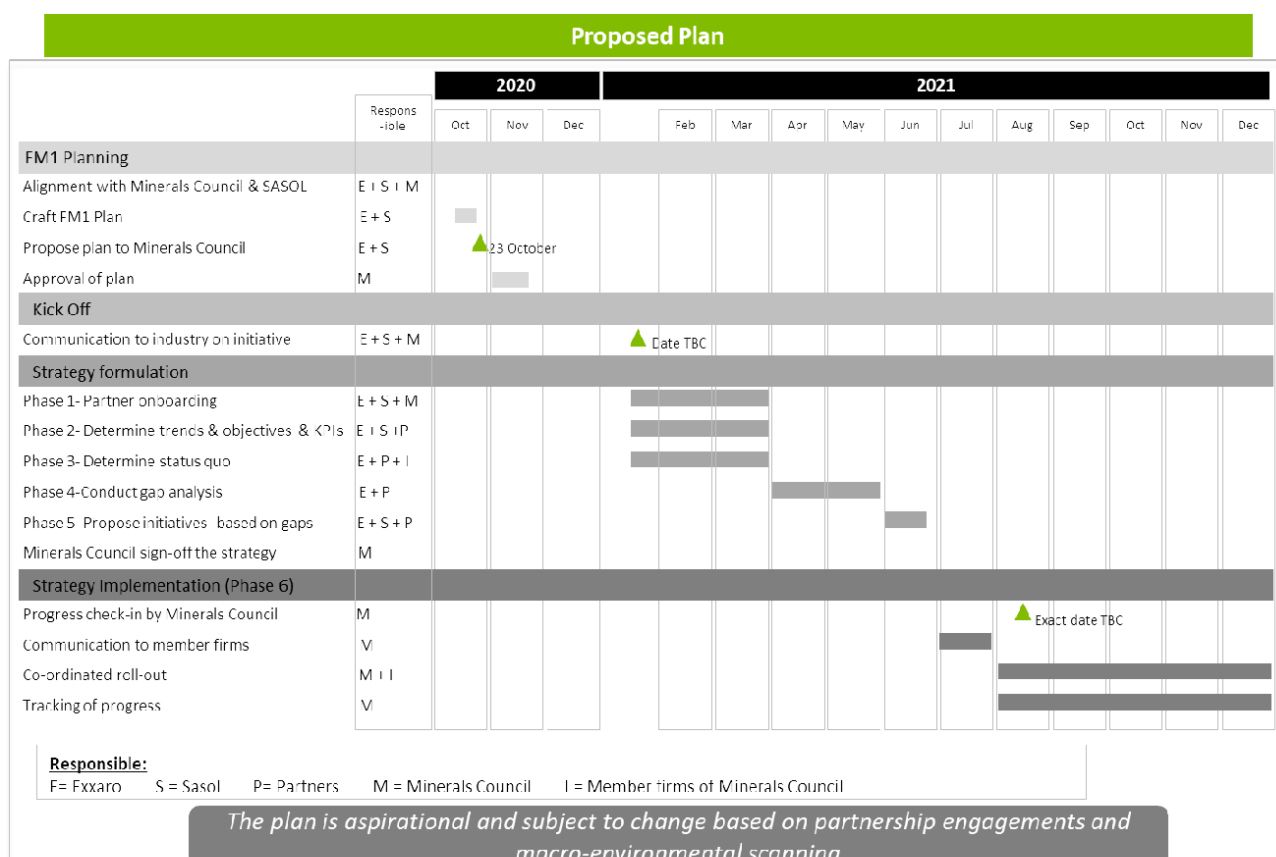
GBV is a complex and systemic challenge therefore it is best addressed through partnerships in our ecosystem

The key to success in the roll-out and positive impact of this initiative is the noted and active responsibility of each respective stakeholder in the process.

	Foundational Measure Lead	Foundational Measure Support	Minerals Council of South Africa	Member Firms
The role they will play	Responsible to lead the crafting of the FM1 strategy. Together with Minerals Council, Sasol and identified partners the lead will provide resources for crafting the strategy.	Will assist in crafting the FM1 strategy and provide input and resources to supplement the process.	Will be responsible for gathering required inputs (specified by the FM Lead) from member firms and mining organizations for the crafting of the strategy. Also responsible for the roll out and tracking of the results. Will provide resources to enable the strategy crafting, as well as create buy-in from member firms for FM1.	Member firms commit to providing timeous inputs into the strategy creation and to roll out the initiatives that arise from the crafted strategy.
	Vanisha Balgobind (HR Executive, Exxaro)	Sasol Ben Matai (VP, HR, Sasol Mining)	Minerals Council Thuthula Balfour (Head of Health, Minerals Council)	Member firms of Minerals Council Member firms of the Minerals Council

**additional roles will be added after phase 1: onboarding partners*

The proposed timeline for the implementation of the FM1 strategy is detailed in the calendar below.



FM2: propose a package of gender diversity and inclusion policies for industry to implement

Lead : Impala Platinum

Support : Orion Minerals, Fraser Alexander

The intention of this Foundational Measure is to provide a framework for the mining sector towards realising its commitment to gender equality, diversity and inclusion integrating gender equity into its policies, structures, systems and operations. It is intended to strengthen and guide the collective effort of all employees to ensure gender diversity and inclusion. The purpose is to provide practical guidance on how to systematically promote gender equality into the workplace. This Policy moves from the premise that gender inequality will not disappear on its own accord. There is a need for conscious strategies to eliminate gender inequality within the mining sector and broader society. The development and empowerment of female employees, together with the elimination of unfair discrimination, practices, gender bias and stereotyping of women, should be central goals in building gender equality.

The South African mining industry is still very much a male dominated environment and it is necessary to ensure measures to recruit, develop and promote women as well as that policies are put in place to address gender-based discrimination, stereotyping and unwarranted perceptions about women in the mining industry, particularly for those working underground. For diversity and inclusion management to have a real effect in mining, it needs to be based on gender equality and social justice motives, as there is a business and moral imperative to diversifying your workforce. The industry needs to attract, develop and advance a more diverse and representative talent base. The full and equal participation of women on all levels will be the measure of gender equality.

1.1 Definitions applied in the policy review

Gender

Gender is an integral part of society's broader socio-cultural context and refers to the attributes and opportunities associated with being male and female, the relationships

between men and women, boys and girls, and interactions between women and men. These attributes, opportunities and relationships are socially constructed and learnt through socialisation processes. They are context-/time-specific and adaptable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies there are differences and inequalities between women and men in decision-making opportunities, the assignment of responsibilities and activities, and access to and control over resources.

Gender Equality

Gender equality refers to the equal rights, responsibilities and opportunities of women, men, girls and boys. Gender equality is achieved when the different behaviours, aspirations and needs of both genders are equally valued and favoured and does not give rise to different consequences which reinforce inequality.

The equality clause in the “Bill of Rights” states that there may be no unfair discrimination, directly or indirectly, against any individual on one or more grounds including race, gender, sex, pregnancy, religion, conscience, belief, culture, language and birth.

Diversity

Diversity is about the **what**, as it focuses on the makeup of the workforce and refers to the traits and characteristics that make people unique.

Inclusion

Inclusion is about the **how**, as it focuses on the creation of a work environment and culture that enables all employees to participate and thrive. It refers to the behaviors and social norms that ensure people feel welcome. The aim of inclusion is to embrace all people irrespective of race, gender, disability or other need. It is further about giving equal access and opportunities and getting rid of discrimination and intolerance (removal of barriers).

1.2 Objectives

This policy seeks to:

- Remove gender discrimination in all practices and policies.
- Promote equal opportunity and eliminating unfair discrimination against women.
- Develop and implement deliberate initiatives and interventions focusing on the development and empowerment of women.
- Enhance co-ordination, networking, partnership and collaboration with relevant stakeholders.
- Reinforce systems for the collection, analysis and utilisation of gender disaggregated data for gender sensitive monitoring and evaluation.
- Propose targets by which industry can measure overall progress

1.3 Key Priority Areas

i. Attraction, Recruitment and Employment

The top gender diversity and inclusion priority is recruitment of diverse employees. Recruitment processes and hiring of employees to be gender-blind to ensure that employers evaluate candidates' applications based purely on their skills and experience without letting unconscious biases influence their decision.

Flexible working can also prove vital to keeping career momentum and progressing up the corporate ladder. By providing access to flexible working options, companies are much more likely to retain more experienced women who might be eligible for senior positions.

Action:

- Conduct gap analysis for where women are under-represented
- Companies to set targets for employment accordingly to achieve:
 - 30% women across the industry by 2025.
 - 40% women across the industry by 2035.
 - 50% women across management by 2035.

Companies to adhere to the following principles in advancement and employment of women:

- Preference given to women from the communities surrounding the mine in filling of vacancies and in promotions.
- Preference to be given to black women where mostly under-represented.
- Target women to join at junior level and advance
- Provide unconscious bias training for HR and line management involved with recruitment.
- Consider flexible working arrangement (where possible)

ii. Advancement and Development

Building talent pipelines, providing platforms for growth and advancement, strengthening leadership accountabilities and improving employment workplace cultures will all contribute to a more sustainable and robust industry. One that will be better equipped to withstand compliance requirements, shifts in economic cycles, and production demands. With the right mentor and appropriate career development plan, women can see that their professional development is being taken seriously, helping them to adopt a growth mindset. This will contribute to the future succession planning, empowerment and leadership opportunities for women in mining.

Action:

- Determine future skills: Identify skills relevant for the future and target women for “new roles”.
- Learners: Increase target learning programmes (70% females) - focusing on women studying in mining related fields. The intention is to increase the number of female bursars and learnerships
- Mentoring: Ensure an effective mentoring scheme in place. Identify individuals willing to become mentors and match with mentees, with focus on females in core and critical positions.
- Women Talent pools: Companies to establish “Women in Mining” Talent Pool where women within the workforce with high potential will be identified with the aim of fast-tracking them in support of career progression and future appointments.
- Bursaries: Increase women representation to 70% in Mining related bursaries.
- School programmes: Target schools and educate on Mining Careers.
- Tertiary education: Engage in partnerships with tertiary education institutions to access diverse candidate pools
- Women Leadership Development: Provide women leadership programmes across operations and Mining companies.

- Career path and accelerated training: Develop well defined career paths for women and provide accelerated training to speed up promotion. Introduce career development panels for graduates to present on progress.

iii. Retention

Retention begins long before an employee's first day on the job and go right through to retirement. It starts when we describe the position we plan to fill. Everything employers do before the first day employees starts has an impact on the employer's ability to retain them once they are employed.

Action:

- Monitor offers declined to reveal trends and early alerts
- Ensure well-executed onboarding programmes
- Develop a retention strategy with the focus on women in core and critical positions
- Conduct stay interviews

iv. Economic inequality

The gender pay gap remains an issue around the globe. Economic inequality is a serious issue for women who are already fighting against discrimination, lack of support, and significantly fewer opportunities to grow into leadership roles.

Action:

- Improve transparency around pay by institution of open and honest performance dialogue, affirming commitment to ensure that reward system is equitable, fair and non-discriminatory.
- Evaluate current status of Equal Pay for Equal Work and implement corrective measures.
 - Frazer Alexander will approach REMCHANNEL to assist on this element

v. Women's wellbeing

Sexual harassment is not tolerated, and appropriate action will be taken against perpetrators when an incident is made known. Companies to create a conducive environment for women in the workplace that not only allows for the reporting of violations in a safe and fair manner, but also ensures suitable facilities for women.

Action:

- Sexual harassment and bullying: ZERO Tolerance campaign on sexual harassment and sexual harassment awareness is included in the ex-leave and pre-employment induction programmes.
- Childcare facilities: Investigate feasibility of childcare facilities in local communities. Consider construction of nursery school close to workplace or access to a network of nursery school partners located close to the workplace.
- Ablution facilities: Evaluate and report on current status of women ablution facilities and implement corrective measures.
- Protective clothing: Evaluate and report on the current status of protective clothing for women in mining and implement corrective measures.
- Physical safety: Promote and improve physical safety of women working underground i.e. self-defence training; intimidation and sexual harassment reporting; buddy system; radios and check in control; panic buttons on cap lamps; two-way radio; tracking systems, safe transport to and from site and sealing of abandoned areas.
- Maternity: Implement improved maternity /paternity leave policies
- Unconscious bias awareness: Engage male employees Provide (mandatory) unconscious / gender bias self-tests.
- Provide complaints system: Develop protocol for reporting discrimination, sexual harassment, issues, grievances with the appropriate timeous actions to deal with the grievances.

vi. Responsibility and Accountability

Companies need to create a culture that embraces diversity. It is important that all leaders in the company are behind the mission. Positive change is most likely to happen when it is championed at the top.

Group Executives shall be held accountable to ensure that there is commitment and resources are made available to create a culture of diversity and inclusion. Managers should be transparent about the problems that exist within the company and set internal targets and measures to address them.

Action:

- Establish Gender Equality (GE) Forums that will introduce and explain the concept of gender diversity and inclusion as the intentional advancement of women in the workplace.
- Members of this forum must have:
 - The authority to make meaningful inputs with the ability to present their proposals to respective company REMCO or the Social and Ethics committee.
 - The ability to influence decisions at the highest levels
 - The necessary resources to effect meaningful change

Forum members are responsible for implementing and monitoring the Company's gender diversity and inclusion policy and other relevant policies and ensuring the objectives of advancing women. This includes enhancement, co-ordination, networking, partnership and collaboration with relevant stakeholders

- Establish Women Network Forums and encourage women participate in existing forums e.g. WIMSA

vii. Monitoring, Reporting and Evaluation

The responsibility for implementing the policy rests at the highest levels within companies. To do this companies need to invest into systems for monitoring, reporting and evaluation of priority areas as set out in this policy, that will enable stakeholder to manage change.

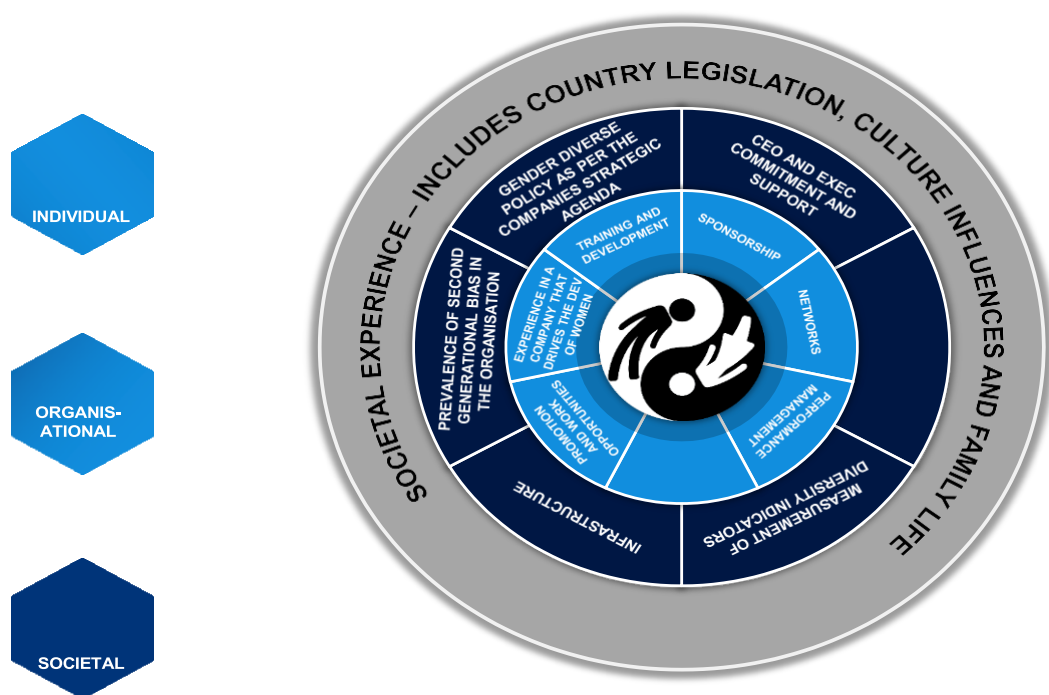
Action:

- Minerals Council to develop evidence base tools to propel the industry towards positive transformation outcomes.
- Companies – Gender Equity forums to report on progress of identified priority areas that will assist with the advancement of women in mining.

1.4 Conclusion

It is important to note that the achievement of gender diversity and inclusion in terms of the highlighted priority areas is dependent on the application of a dedicated budget, effective implementation plan and integrated approach as driven through partnerships between government and the private sector. To this end, monitoring and evaluation tools will be used as catalysts to inform the attainment of expected deliverables as outlined above and reviewed annually.

The graphic below defined by Fraser Alexander, shows the respective elements of Gender Proactive Mining Law & Policy.



FM3: Build a reporting system for gender diversity issues: monitoring company performance on the 7 foundational measures.

Lead : Seriti Coal

Support : Minerals Council, Glencore

The Minerals Council intends to launch a formal monitoring dashboard in August 2021, whereby all foundational measures and progress on the Women in Mining Initiative can be tracked. The defined measures per foundational measure will be determined through the full FM process, as companies start applying the foundational measure proposals.

The Minerals Council has recognised the inputs and current practices by some of its members re: reporting. The Working Group will be reviewing existing reporting practices in publicly available documents, being used by Minerals Council members including Sustainability Reporting Frameworks in Integrated Reports. This also includes measures already defined by the Mining Charter, viz. the mining charter framework and template, focussing on numbers at each occupational level.

Measures that could be considered in the dashboard include:

- Male vs Female employment (numbers and %)
- Females in core positions (numbers and %)
- Representation per career level male vs female (numbers and %)
- Total new hires male vs female (numbers and %)
- Total promotions male vs female (numbers and %)
- Turnover male vs female (numbers and %)
- Female turnover per career level

The timeline towards the development of an Industry reporting structure can be seen in the graphic below

High-Level Timelines

	2020			2021											
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Nov	Dec	
Initial Review (MC members)	X	X													
Appointment of Consulting Firm to design Dashboard				X	X										
Benchmarking and Best Practice Research [incl. Success Indicators]						X	X								
Workshop with all FM leads to discuss progress and reporting tools								X							
Draft dashboard with matrixes defined									X						
Workshop with collab partners (DMRE, WiMSA, SAIMM, MHSC, Organised Labour)										X					
Publication of approved dashboard and matrixes on Minerals Council website											X				
Learnings and Updates												X	X	X	

FM4: propose a strategy on unconscious bias for industry to consider and implement

Lead : Sasol Mining

Support : Exxaro, Impala Platinum and Anglo American

Definition: Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing. [www.ucsf.edu]

- Contributing factors include [https://www.verywellmind.com/]
- We tend to seek out patterns
- We like to take shortcuts
- Our experience and social conditioning play a role
- Generational group

The reasoning for the change is: We all hold biases that we are not even aware of, these biases may even go against our own values systems. Everyone holds unconscious biases and we need to make these conscious so that we can work on them and overcome them

Unconscious bias also plays out in the workplace system where people may unfairly discriminate against others from their unconscious bias instead of rational mind

If we can create AWARENESS and ACCEPTANCE of our unconscious biases, we can start taking ACTION to remove these and ACHIEVE a truly inclusive workplace.

Objectives:

- Compile a project team
- Understand how unconscious bias plays out and gauge a baseline in industry
- Project team to identify and share best practices
- Present high-level plan by 23 Oct 2020
- Compile a strategy for roll-out

Stakeholder Groups/ Role:

- **Main Target:** Women in Mining
- **Coordinate/ Facilitate, Track and Ensure Collaboration:** Minerals Council of South Africa
- **Lead:** Sasol Mining
- **Collaborators:** Exxaro, Anglo American, Impala Platinum

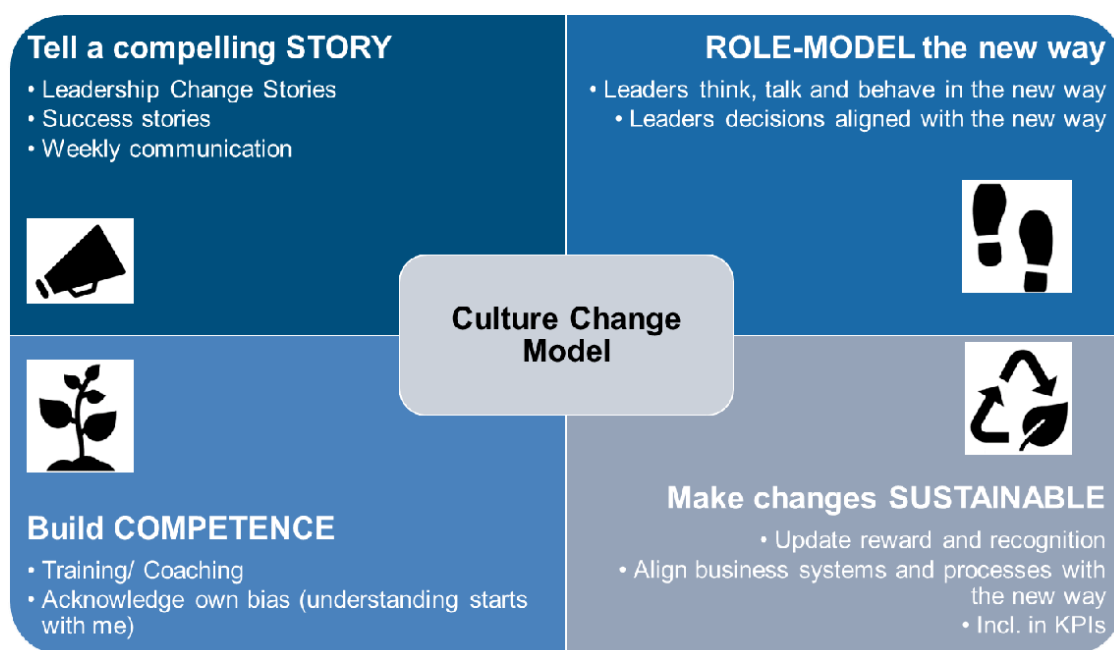
Initial Approach

- This plan is a template, each mining house functions independently (have to build roll-out action plan with HR foundation)
- Mining houses to consider to include in KPIs
- Start with intra-personal (self-awareness)
- Include both male and female colleagues in all session
- People to acknowledge and state own unconscious bias

High-Level Timelines

	2020			2021											
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Nov	Dec	
Initial Planning and Approval by WIM leader forum	X	X													
Status Quo Analysis				X	X	X									
Benchmarking and Best Practice Research [incl. Success Indicators]				X	X	X									
Gap Analysis							X	X							
Strategy and Intervention Planning (incl. philosophy + integration with other FM Streams)									X						
Submit progress report to Minerals C											X				
WIM Mining Launch by Minerals C											X				
Every Mining House to Roll-Out and Track Own plan, based on the following:															
Make it sustainable (i.e. integrate with culture plan)									X	X					
Role-Model										X	X				
Build Competence (i.e. Self awareness)											X	X	X		
Telling a Compelling story											X	X	X		
Survey by Minerals Council [check if model is working]													X	X	
Learnings and Plan Update														X	

Proposed Culture Change Model



High-Level Intervention Plan for every mining company to consider:

- We first need to ensure we set this up and integrate it in current policies and plans (Make it Sustainable)
- Role Modelling is critical to success, so we need to then onboard our sponsors and champions
- We then need to Build Competence first in our role-models and then the rest of the workforce
- When people have self-awareness, they can start telling a compelling story. We then also reinforce communications.

Make it Sustainable

- Integrate with current anti gender-based violence and sexual harassment projects
- Integrate with culture plan
- Ensure Unconscious Bias is included in policies
- Update plan periodically
- Integrate with WIM and EE forums

Role Model

- Identify project sponsor per mining house
- Identify project lead per mining house
- Identify influencers/ change agents per mining house
- Role-Model team to read 'Blink' by Malcolm Gladwell
- Book discussion/ sharing insights

Build Competence

- Develop training material
- Delivery: Webinars, 'TedTalk' Style videos
- Provide training to Minerals Councils members
- Upskill sponsor, project leads and influencers
- Educated wider workforce
- Start with Self-Awareness (intra-personal)

Tell a Compelling Story

- What: Company and self-Awareness and Understanding
- Cold Comms: Posters, Leader Emails, Videos, etc.
- Warm Comms:
- Role models to share own change story via face-to-face engagements and video clips
- Dialogue sessions

FM5: propose a strategy to address a companywide pulse check survey

Lead : Sibanye Stillwater
Support : Vedanta Resources

The proposal presented shows the current diagnostic and strategy implemented at Sibanye Stillwater. This serves as an example on companywide surveys.

i. Qualitative Research Design

The research study is conducted in three phases as illustrated in Figure 1, reviewing secondary data, gathering primary data and analysing data and reporting on the findings.



Figure1: Research Study Phases

The purpose of reviewing secondary data was to gain an understanding of the contextual factors that affect women in mining and in particular women working at Sibanye-Stillwater. This understanding assists the design of a reliable and valid primary data gathering methodology. Two sets of secondary data were reviewed: internal company documents & employment profile as well as local & international literature.

A mixed methods approach is currently being used to gather primary data employing qualitative and quantitative research techniques. The qualitative element preceded the quantitative part of the study as depicted in Figure 2. The qualitative element of the study explored the validity and reliability of the themes and variables that emerged in the review of secondary data. Furthermore, it helps to identify additional categories and indicators that currently affect women at Sibanye-Stillwater.

The findings from twenty in-depth interviews with executives and senior managers as well as eighteen focus group discussions with employees from the gold and platinum operations were used to develop the quantitative questionnaire. The draft questionnaire included eight themes and associated indicator statements and was tested with 120 employees from the platinum operations. The questionnaire was revised based on the pilot and will be administered electronically and face-to-face with 3 000 employees.

In addition, life-history interviews are being conducted with eight women to provide a portrait of women in mining at Sibanye Stillwater that would help to translate the findings into human experiences.

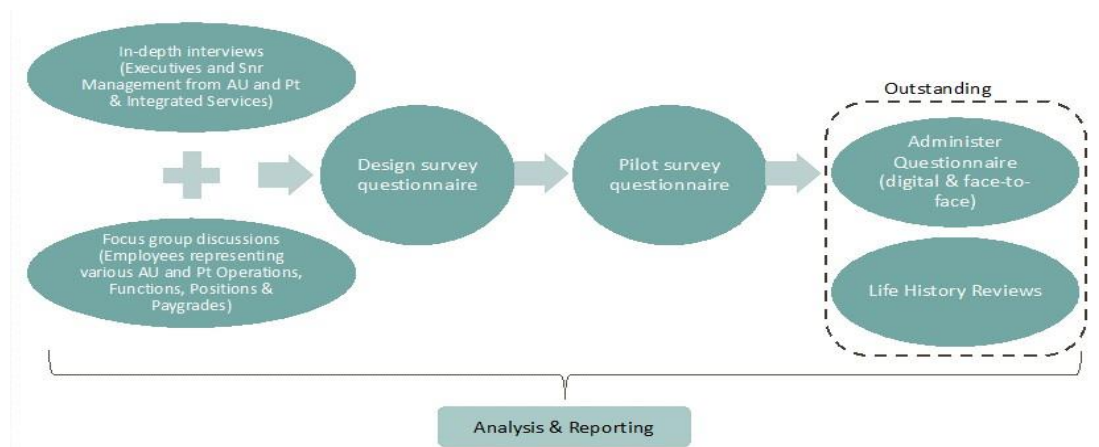


Figure 2: Primary Data-Gathering Sequence

ii. Quantitative Research Design

We will use PwC's People Insights Platform to understand the company's current situation and how it stands in the Diversity & Inclusion dimensions.

In order to understand what is required to achieve the 2025 target we need to conduct some scenario planning to determine how achievable this target is and what will be required to reach this target. Hypotheses testing provides a way to test if diversity activity and interventions are focused where they will have the biggest impact. It can also be used to test and potentially address incorrect or negative assumptions, providing an evidence-based communications tool.

We will analyse the current & future projected workforce levels by gender, based on the past two to three years with no further intervention are modelled.

- Output will also provide indication in which year target transformation levels will be reached based on current trajectory
- Actual attrition and hiring rates will be taken into account
- Modelling can be implemented by business unit level or location

iii. Presentation Research Findings

The findings of the research will be presented. This will provide valuable input into the development of the transformation model, review of policies and the development of a roadmap and action plans.

iv. Transformation Model Development

Various scenarios are considered to determine interventions required to reach the target by the required year.

The following scenarios will be considered:

- Increase in retention of female employees
- Increase in attraction and appointment of female employees
- Change in promotion practices
- A combination of the above

The output of the model can then be used to optimise the interventions required to reach the target. A combination of interventions might be required to reach the target. This will inform the roadmap. Post the data collection and analysis, we will identify the areas of focus and agree on the target & metric setting. Detailed diagnostics should identify the area(s) where change will have the largest impact on the diversity of an organisation.

v. Policy Review and model refinement

In order to agree the final priorities, a review of policies, processes, data and stakeholder views should then be conducted to understand the effort involved in change.

These will vary depending on the area of focus, but may commonly include:

- Reviewing existing policies to ensure that they are fit for purpose (e.g. ensuring benefits associated with childcare / parenting meet identified needs)
- Investigating existing processes to identify and address potential bias (e.g. reviewing key steps in a recruitment process to ensure that they are free from bias and include “nudges” to challenge unconscious bias)
- Stakeholder interviews / reviews to identify any behavioural changes that may be required
- Review of data, systems and functionality to identify any further measurement or changes to monitoring required to develop targets and metrics

vi. Developing a strategy and plan

Identify the small but critical number of actions that will be the focus for the organisation based on consideration of:

- Impact on diversity
- Reputational / legal risk of not addressing
- Effort involved in change (cost, time and extent of change)

For these areas, build out a detailed action plan supported by an accountability framework and targets and KPIs.

Key areas for review will be:

- Analytics assumptions and methodology
- HR process and policy design and alignment with targets
- Business leader understanding of actions and responsibilities
- Leadership / management behaviours and experience
- Quality and content of diversity metric and reporting
- Programmatic interventions, timeframes and actions

The creation of the road map will be an iterative process, built with the leadership of your business, based on your data insights, best practice and strategic priorities.

vii. Reviewing progress against the agreed plan

In general, we would recommend reviewing the direction and key objectives of a diversity and inclusion action plan every 2-3 years, where targets and ambitions are being met, or sooner if there are concerns that activities are not driving change.

FM6 & FM7: propose a guideline whereby appropriate PPE and logistics are in place for female employees.

Lead : Minerals Council

Support : Glencore

It is proposed that companies consider the table below and review their compliance with the infrastructure requirements. Where necessary, companies to then give guidance on dates and process towards meeting all requirements.

1. Compliance review and recommendations:
 - 11 January 2021 - 12 February 2021
2. Outcomes of individual company reviews to be submitted to the Minerals Council:
 - 15 February 2021 - 26 February 2021
3. Minerals Council will collate industry status and progress report, for publication:
 - 15 March 2021 – 31 March 2021

Foundational Measure 6: Physical Working Environment			
No.	Indicator	Yes/No	Recommended Action
1.	Is your company equipped with female toilets in all working areas including underground?		
2.	Does your company female toilets comply to the following:		
2a.	Female toilets are clearly demarcated/ classified as female toilets for reasons of privacy, protection, and dignity.		
2b.	Female toilets are equipped with toilet paper and hand washing facilities		
2c.	Female toilets are provided with S.H.E bins which are emptied regularly		
2d.	Female toilets are clearly lit up to enhance their safety for female users		
2e.	Female toilets are lockable from the inside to enhance the safety of female users		
3.	Is your company equipped with female change rooms?		
4.	Does your company have facilities for lactating mothers		
5.***	<u>Underground cage system</u> (It should be noted that Point 5 is not a legislative requirement but rather a proposal to address sexual harassment in the cages. The working group acknowledges that the proposals have logistical implications. As such, the working group are looking at alternative ways to address this challenge.)		
5a.	Is there a limit on the number of individuals allowed in a cage		
5b.	Is the underground cage well lit		
5c.	Would you consider a cage system for women only		
Foundational Measure 7: PPE for Women			
No.	Indicator	Yes/No	Recommended Action
1.	Does your company comply to the Guideline for the Mandatory Code of Practice on the Provision of Personal Protective Equipment for Women in Mining in South Africa?		
2.	Has your company developed and implemented a Code of Practice on PPE selection and provision for WIM to comply with the guidelines on PPE for WIM issued by the regulator (Chief Inspector of Mines) ?		

3.	Is your company COP based on the outcomes of the research project SIM 100904 on Personal Protective Equipment for Women in the South African Mining Industry as mandated by the Guideline?		
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4. APPENDIX

Foundational Measures	Working Group Lead & Champions		Support Companies
1 Reaffirm zero tolerance for GBV through Stop Abuse campaign	Exxaro	Vanisha Balgobind, Yomeshka Moodley; Mandima Nengovhela; Tsabeng Nthite	Sasol Mining: Ben Matai, Phatiswa Photoyi; Marna Malan
2 Develop gender diversity and inclusion policies	Impala Platinum	Thabile Makgala, Carla Radloff	Orion Minerals: Michele Robertson
			Frazer Alexander: Claire McMaster
			Goldfields: Elzani Bender
3 Provide reporting system for gender diversity issues	Seriti Coal	TBC	Minerals Council:
			Jeanette Hofsjager, Fundiswa Ndaba, Lerato Tsele; Mustak Ally
			Glencore: Sunelle Viljoen
4 Initiate unconscious bias training to transform culture	Sasol Mining	Caroline Shirindza; Leanne Kohrs; Linah Tshabalala;	Implats: Carla Radloff
			Anglo American: Hermien Botes; Marcel Korth
			Exxaro: Vanisha Balgobind & Yomeshka Moodley
5 Deploy ongoing companywide pulse check survey	Sibanye Stillwater	Nicola Jackson; Fatima Collins	Vedanta Resources: Nishika Indurjeeth; Louise van den Heever; Pushpender Singla; Thuli Danxa
6 Build inclusive physical environment	Minerals Council	Lerato Tsele, Fundiswa Ndaba	Glencore: Sarah Kekana

7 Supply PPE for women specifically	Minerals Council	Lerato Tsele; Fundiswa Ndaba	<u>Glencore:</u> Sarah Kekana
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