

Gender diversity and inclusion policy framework

FM2: Framework for companies to use to develop their own D&I policies.

Lead

Impala Platinum - Thabile Makgala, Carla Radloff

Support

Orion Minerals - Michele Robertson

Fraser Alexander – Mariska Beyer/Maria Sithole/Claire McMaster

Gold Fields South Deep - Elzani Olivier

Kumba Iron Ore: Gladys Machikicho

Minerals Council: Stephinah Mudau:

1. Introduction

The intention of this document 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 Framework 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, retain, 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

This Framework will be shared with all companies as a guide to how they develop their policies on gender diversity and inclusion and will form the basis for any future assessments by the Minerals Council of progress on this subject.

2. Language of gender diversity and inclusion

Gender

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

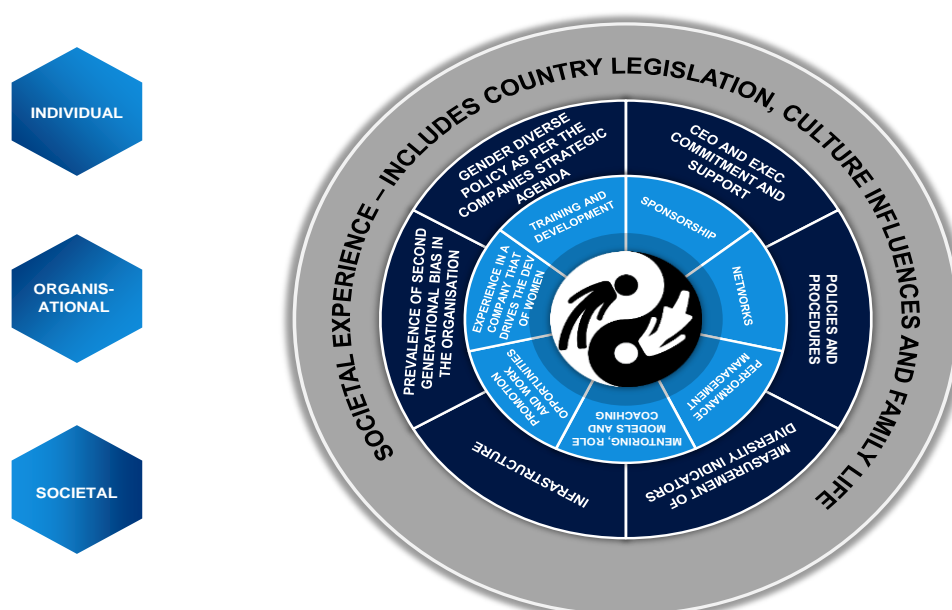
Diversity is about the **what**, as it focuses on the makeup of the workforce and refers to the traits and characteristics that make people unique. It is the understanding, accepting and valuing of differences between people.

Inclusion

Inclusion is about the **how**, as it focuses on the creation of a work environment and a culture that is collaborative, flexible, supportive and fair, 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 respect and value everyone's unique contribution, seek out and recognise the value of diversity and 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).

3. Element of Gender Proactive Mining Law and Policy

The graphic below shows the respective elements of Gender Proactive Mining Law & Policy.



4. Objectives of company policies

Company policies should seek 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.
- Ensure a conducive work environment for women where they can be optimal and fully engaged.

Key Priority Areas

i. Attraction, Recruitment and Employment

The top gender diversity and inclusion priority is recruitment of diverse, qualified employees to increase diversity of thinking and perspective. 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 arrangements, as well as work-life balance, 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.
- 40% women across management by 2025 (recommendation to be made).
- 50% women across management by 2035. (Management represents D level and up).

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)
- Understand barriers to employment and develop programmes to address identified barriers.

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”.
- 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 and learners: Increase women representation to at least 50% in Mining related bursaries and learning programmes.
- 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.
- Ensure that the Company’s EE plans are adjusted to be aligned to future intentions of increasing women in the workplace.
- The implementation of gender diversity training programs where employees will be given the opportunity to challenge their current gender stereotypes, address it and adopt new believes.

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 employees' first day 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
- Flexible working arrangements and work-life balance

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.
- Identify and work with organisations such as REMCHANNEL to assist with 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
- Implement Key Performance Indicators (KPI's) for diversity and inclusion for Senior Management.

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. (Align with FM 3)

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.

5. 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, both by companies and the Minerals Council.