

Bloomberg Gender-Equality Index Response



Key Performance Indicators for FY2022 and FY2023

RESPECT, CARE
AND DELIVER



Our 2023 suite

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OUR ANNUAL REPORTING SUITE – SUPPLEMENTS TO THE ANNUAL INTEGRATED REPORT (AIR)

Implats is committed to establishing and maintaining trust through high quality and transparent reporting that is useful to a wide variety of stakeholders:

Audited Annual Financial Statements

- Financial statement assurance, including the audit and risk committee report and directors' report
- Consolidated financial statements
- Company financial statements



Mineral Resource and Mineral Reserve Statement

- Provides updated estimates and reconciliation of Mineral Resources and Mineral Reserves
- Conforms to the South African Code for Reporting of Exploration Results, Mineral Resources and Mineral Reserves (SAMREC Code) (2016)
- Conforms to Section 12.13 of the JSE Listings Requirements
- Competent Persons sign-off
- Third-party assurance



ESG Report

- Detail on material economic, social and environmental performance and governance
- GRI G4 core compliance
- Internal reporting guidelines in line with the UN Global Compacts
- Independent assurance report



Climate Change Report

- Climate change risks and adaptations, decarbonisation plans, and adoption of renewable energy
- Prepared in accordance with the recommendations of the TCFD and the Johannesburg Stock Exchange (JSE) Climate Change Disclosure Guidance



Remuneration Report

- Background statement
- Remuneration philosophy and policy
- Implementation report



Notice to Shareholders

- Notice of annual general meeting
- Notice and proxy



Tax Transparency and Economic Contribution Report

Prepared in accordance with GRI 207 and provides information on Implats'

- Approach to tax
- Tax governance and risk management
- Tax numbers and performance
- Country-by-country tax and economic contribution



Bloomberg Gender-Equality Index (GEI) KPI Notice

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We are pleased to share with you the exhaustive list of key performance indicators (KPIs) for inclusion in the GEI. Please note that all data is representative of 80% or more of the company's workforce for the financial years 2022 (FY2022) and 2023 (FY2023).

KPI	Definition	FY23	Comments	FY22	Comments
LEADERSHIP Percentage of women on company board	Percentage of women on the board directors, of the total board size that are responsible for the supervision of management, as of fiscal year-end.* This includes full-time directors only. Deputy members of the board and alternate directors will not be counted. Additional directors will be counted. If the company has both a supervisory board and a management board, this will refer to the directors on the supervisory board. Company secretaries (or board observers or censors) will not be counted.	54%	See Page 73 of Annual Integrated Report at https://www.implats.co.za/pdf/annual-reports/annual-integrated-report/2023/integrated-report-2023.pdf	46%	See page 61 of Annual Integrated Report at https://www.implats.co.za/pdf/annual-reports/annual-integrated-report/2022/integrated-report-2022.pdf
Chairperson is a woman	Indicates whether the board chair, or equivalent is a woman. For European companies with a supervisory board and a management board, this field looks at the chairperson on the supervisory board.	Yes	See Page 13 of Annual Integrated Report at https://www.implats.co.za/pdf/annual-reports/annual-integrated-report/2023/integrated-report-2023.pdf	Yes	See page 13 of Annual Integrated Report at https://www.implats.co.za/pdf/annual-reports/annual-integrated-report/2022/integrated-report-2022.pdf
Gender balance in board leadership	Percentage of the various committees of the board of directors chaired/co-chaired by a woman.	60%	There are five board committees. Three of the committees (audit and risk committee; social, transformation and remuneration committee; nominations, governance and ethics committee)	60%	There are five board committees. Three of the committees (audit and risk committee; social, transformation and remuneration committee; nominations, governance and ethics committee)
Chief executive officer (CEO) is a woman	Indicates whether the chief executive officer (CEO), or equivalent, is a woman. For European companies with a supervisory board and a management board, this field refers to the CEO of the management board or equivalent.	No		No	
Woman chief financial officer (CFO) or equivalent	Indicates whether the chief financial officer (CFO), or equivalent, is a woman.	Yes	Meroonisha Kerber, see Page 98 of Annual Integrated Report at https://www.implats.co.za/pdf/annual-reports/annual-integrated-report/2023/integrated-report-2023.pdf	Yes	Meroonisha Kerber, see page 89 of Annual Integrated Report at https://www.implats.co.za/pdf/annual-reports/annual-integrated-report/2022/integrated-report-2022.pdf

Bloomberg Gender-Equality Index (GEI) KPI Notice (continued)

KPI	Definition	FY23	Comments	FY22	Comments
LEADERSHIP Percentage of women executive officers	Percentage of women executives of the company, or members of equivalent management/executive body, of the number of executives as of fiscal year-end. Executives are as defined by the company or as individuals that form the company executive committee/board or management committee/board or equivalent.*	25%	There are three female members of the 12-person executive committee, see page 71 of Annual Integrated Report at https://www.implats.co.za/pdf/annual-reports/annual-integrated-report/2023/integrated-report-2023.pdf	25%	There are three female members of the 12-person executive committee, see page 60 of Annual Integrated Report at https://www.implats.co.za/pdf/annual-reports/annual-integrated-report/2022/integrated-report-2022.pdf
Chief diversity officer (CDO)	Chief diversity officer (CDO), or officer reporting to the executive team (within two levels of executive management), dedicated primarily to diversity and inclusion (D&I) strategy at the company as of fiscal year-end. Can refer to a chief human resources officer (CHRO) ONLY in the case that they have a primary business function of developing and maintaining the company's D&I strategies.	Yes	The Executive: Human Resources is an executive director of the Group and a member of the Group executive committee. She is responsible for developing and maintaining the company's diversity and inclusion strategies	Yes	The Executive: Human Resources is an executive director of the Group and a member of the Group executive committee. She is responsible for developing and maintaining the Company's diversity and inclusion strategies

KPI	Definition	FY23	Comments	FY22	Comments
TALENT PIPELINE Percentage of women in total management	Percentage of women in management who have senior-level, middle- or lower-level supervisory responsibilities of total management.*	27.6%		25.8%	
Percentage of women in senior management	Percentage of women in management who have senior-level supervisory responsibilities and are positioned in the management hierarchy within two levels of executive management of total management.*	19.1%		20.2%	
Percentage of women in middle management	Percentage of women in management who have middle- or lower-level supervisory responsibilities and are positioned in the management hierarchy three or more levels from executive management of total middle management.*	29.7%		27.1%	
Percentage of women in non-managerial positions	Percentage of women employees in non-managerial roles, of total non-managerial positions at fiscal year-end. Refers to women who work directly on a team as an individual contributor and have no responsibility as a manager to others.*	17.9%		16.6%	
Percentage of women in total workforce	Percentage of women in the total workforce, of the total number of company employees.	13.40%		12.5%	
Percentage of women total promotions	Percentage of women promoted of total promotions during fiscal year-end. Refers to women that were promoted or underwent career advancement out of total employees promoted.*	14.5%		12.4%	

Bloomberg Gender-Equality Index (GEI) KPI Notice (continued)

KPI	Definition	FY23	Comments	FY22	Comments
TALENT PIPELINE Percentage of Women IT/Engineering	Percentage of women working in functional roles with IT (Information Technology) and/or Engineering (Research & Development; Programming/Coding) responsibilities at the company, of the total employees working in these roles.*	21.60%		20.6%	
Percentage of new hires are women	Percentage of women new hires, of the total number of new hires.*	18.9%		18.1%	
Percentage of women attrition	Percentage of women employees that left the company, of the total employees that left the company.*	8.3%		5.9%	
Time-bound action plan with targets to increase the representation of women in leadership positions	Indicates whether the company shares a publicly quantitative, time-bound action plan with targets to increase the representation of women in leadership positions. Employees in leadership positions (which may include management with senior-level responsibilities) or employees with supervisory responsibilities for one or more direct reports.	Yes	Women representation in management, defined as women in middle and senior management (excluding exco) has increased from 25.8% to 27.6% in the same period. Our aspirational target is 29% women representation in management in management by 2026. See page 52 of Annual ESG Report at https://www.implats.co.za/pdf/annual-reports/annual-integrated-report/2023/ESG-spreads.pdf	Yes	Women representation in management, defined as women in middle and senior management (excluding exco) has increased from 25.8% to 27.6% in the same period. Our aspirational target is 29% women representation in management by 2026. See page 52 of Annual ESG Report at https://www.implats.co.za/pdf/annual-reports/annual-integrated-report/2023/ESG-spreads.pdf
Time-bound action plan with targets to increase the representation of women in the company	Indicates whether the company shares a publicly quantitative, time-bound action plan with targets to increase the representation of women positions in the company.	Yes	Over the past five years, women representation in the Company has increased from 10.8% to 13.4%. Our aspirational target is 15% women representation by 2025. See page 52 of Annual ESG Report at https://www.implats.co.za/pdf/annual-reports/annual-integrated-report/2023/ESG-spreads.pdf	Yes	Over the past five years, women representation in the Company has increased from 10.8% to 13.4%. Our aspirational target is 15% women representation by 2025. See page 52 of Annual ESG Report at https://www.implats.co.za/pdf/annual-reports/annual-integrated-report/2023/ESG-spreads.pdf

Bloomberg Gender-Equality Index (GEI) KPI Notice (continued)

KPI	Definition	FY23	Comments	FY22	Comments
PAY Adjusted mean gender pay gap	Gender pay gap with reasonable adjustments made to consider role, location and tenure.	11.34%	The adjusted mean gender pay gap takes into account the comparative pay at the different occupational levels	9.55%	The adjusted mean gender pay gap takes into account the comparative pay at the different occupational levels
Global mean (average) raw gender pay gap	Raw gender pay gap measures the difference in total compensation between women and men, without adjusting for factors such as job function, level, education, performance, location, etc.	-9.51%	As reported in previous years, the raw gender pay gap favours females, i.e. the average female pay is higher than the average male pay	-10.52%	As reported in previous years, the raw gender pay gap favours females, i.e. the average female pay is higher than the average male pay
Time-bound action plan to close its gender pay gap	Indicates whether the company shares a publicly quantitative, time-bound action plan to close its gender pay gap	No		No	
Executive compensation linked to gender diversity or diversity, equity and inclusion (DEI)	Indicates whether a company's executive compensation, either short term or long term, is linked to gender diversity. This can include representation of women, the gender pay gap, etc.	No		No	

KPI	Definition	FY23	Comments	FY22	Comments
INCLUSIVE CULTURE Number of weeks of fully paid primary parental leave offered	Indicates the number of weeks of fully paid primary parental leave (or maternity leave) for employees globally (provided by the firm and/or government). Primary caregiver is the person with primary responsibility for childcare or is the designated primary custodial parent. If the company offers maternity parental leave policies, we accept responses to primary parental leave policy questions according to the company's maternity leave policy.	16	Fully paid four months maternity leave for all employees. (Additional one month allowed for employees in risk positions, ie underground or laboratory positions)	16	Fully paid four months maternity leave for all employees. (Additional one month allowed for employees in risk positions ie underground or laboratory positions)
Number of weeks of fully paid secondary parental leave offered	Indicates the number of weeks of fully paid secondary parental leave (or paternity leave) for employees globally (provided by firm and/or government). Secondary caregiver is the second parent who has a lesser responsibility for childcare duties. If the company offers paternity parental leave policies, we accept responses to secondary parental leave policy questions according to the company's paternity leave policy.	3 days	Fully paid family responsibility and can take seven days unpaid	3 days	Fully paid family responsibility and can take seven days unpaid
Parental leave retention rate	Percentage of women employees that remained employed by the company 12 months after their return from parental leave out of all women employees that used parental leave during previous fiscal year	99%	402 employees went on maternity leave for FY23 with three separations	99%	218 employees went on maternity leave for FY22 with two separations

Bloomberg Gender-Equality Index (GEI) KPI Notice (continued)

KPI	Definition	FY23	Comments	FY22	Comments
INCLUSIVE CULTURE					
Back-up family care services or subsidies through the company	Indicates whether the company offers back-up family care to assist when there is a gap in regular care arrangements, or a subsidy to assist with the cost of care of a family member, to employees. Flexible spending accounts (FSAs), to which the company does not contribute, do not qualify as a family care subsidy. Can include support offered through government services.	No		No	
Flexible working policy	The company offers an option to control the start or end times of the workday or workweek (eg flextime) or offers an option to control the location where employees work (eg telecommuting, work from home). This should exclude any Covid-19 related policies. Telecommuting is the option of employees to control the location of their work; commonly referred to as work from home.	Yes	Offers telecommuting as an option where it is feasible	Yes	Offers telecommuting as an option where it is feasible

KPI	Definition	FY23	Comments	FY22	Comments
INCLUSIVE CULTURE					
Employee resource groups for women	Indicates whether the company has any employee resource groups or communities focused on recruiting, retaining and developing women.	Yes	Forums in place that focuses on the recruitment, retention and development for women	Yes	Forums in place that focuses on the recruitment, retention and development for women
Unconscious bias training	Indicates whether the company offered all employees unconscious bias training to raise self-awareness of implicit bias and provide tools or strategies to reduce discriminatory behaviours. Unconscious bias refers to a preference for or against a person, perspective, or group that one is not aware of but, nevertheless, is communicated through statements or actions. Unconscious bias training aims to remove barriers to inclusion, engagement and performance by understanding our individual biases and providing knowledge to mitigate this inequity.	Yes	Training interventions in place that focuses on unconscious bias and included in our leadership development programmes. Training was also extended to the Group employment equity steering committee. The session covered; preference vs bias unconscious vs conscious; perpetuated stereotypes common types of bias	Yes	Training interventions in place that focuses on unconscious bias and included in our leadership development programmes
Annual anti-sexual harassment training	Indicates whether a company requires all employees to complete anti-sexual harassment training at least once a year. Anti-sexual harassment training explains the company's anti-sexual harassment policies, provides specific examples of inappropriate conduct and describes the processes and procedures for bringing a complaint	Yes	Sexual harassment training forms part of our induction training and annual ex-leave training, providing guidelines of inappropriate conduct and process to follow in bringing a complaint	Yes	Sexual harassment training forms part of our induction training and annual ex-leave training, providing guidelines of inappropriate conduct and process to follow in bringing a complaint



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