

#MiningWithPurpose

HARMONY'S CULTURE TRANSFORMATION BUSINESS CASE

BUILDING SAFER WORKPLACES FOR ALL



Sylvia SELEKA

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THE PRESENTATION WILL COVER

What triggered the culture shift?

Where it all started

The approach

The journey to date

Where to, from here

THE TRIGGER

The Industry's Wake-Up Call



The **2022 Rio Tinto** report exposed systemic bullying, harassment and gender-based violence in the mining sector, sending shockwaves through the industry

It showed that even world-leading companies were not immune to deeply entrenched toxic behaviours

Why Harmony Acted:

- ☐ To lead by choice, not in reaction to crisis
- ☐ To confront potential blind spots in workplace culture
- ☐ To create safer, more inclusive environments before harm becomes legacy
- ☐ To reinforce its position as a transformation-minded mining employer

Harmony's proactive response was not triggered by internal crisis, but by external caution

<https://www.reuters.com/business/rio-tinto-report-finds-disturbing-culture-sexual-harassment-racism-bullying-2022-02-01/>

Culture Shift. Anchored in truth-telling, brave leadership, and shared responsibility

No	Phase	Details
1	Listen with Intention: An Anonymous Gender Survey	• Comprehensive online and manual survey rolled out across SA and Australasia • Purpose: uncover lived experiences, test policy awareness, and identify blind spots ✓ South Africa's total participation =2556 (62%) 221 online, 979 manual, 346 focus group, 20 interviews) ✓ Australasia's total participation = 237 online)
2	Hold the Mirror: Debrief and alignment session	• Framing the survey as a starting point — not a verdict ✓ Exco and organised labour engagements
3	Surface the Truth: Analysis & Insight	• Evidence-led positioning • To better understand a culture of Harmony from a gender perspective ✓ Data revealed clear patterns: more men participated than women ✓ both the progress and the pain points ✓ Women reported lower psychological safety, support, and representation ✓ Perceptions of women included bias around emotion, “soft life,” and capability. GBV, bullying, and harassment higher among women, especially in underground roles

A woman wearing a blue jumpsuit, a yellow hard hat with a headlamp, and safety glasses is working on a yellow industrial machine. She is looking directly at the camera. The background is dark and industrial.

GENDER BASED BIASES, WORKPLACE BULLYING AND HARASSMENT SURVEY ACTION PLANS

2024 to date

SURVEY OUTCOMES

Awareness & Culture Interventions

- Intensify awareness on reporting channels i.e. hotline, forums
- Training 36 Anti - Sexual Harassment Officers (ASHO'S) – case handling
- Training 50 WIM committee members - Ambassadors
- Training 20 HR leaders – Link between employees and reporting channels
- Establishment of Men's Forums – Khuluma-Ndoda – Allyship

This forum wasn't mandated. Men created it!

Men's Forum Reinforces the Importance of Being 'My Brother's Keeper'



The Kusasaletu Men's Forum recently brought male employees together for an engaging session under the theme "My Brother's Keeper", encouraging men to support, uplift and look out for one another both in the workplace and at home.

The session focused on the importance of creating a culture in which men feel comfortable speaking openly about the challenges they face, including mental well-being, family responsibilities, relationships, and personal struggles.

The theme reminded employees that checking in on a colleague, offering support and listening without judgment can make a meaningful difference.

Over the past few years, the Men's Forum has become a trusted platform at Kusasaletu, creating psychological safety for male employees. It has provided a space where men can share experiences, seek guidance and access support without fear of stigma or criticism. These conversations have helped strengthen trust, encourage vulnerability and promote healthier ways of dealing with life's pressures.

The forum also reinforces Harmony's commitment to caring for the well-being of its employees. By supporting one another and recognising when someone may need help, employees contribute to a healthier, more connected workforce and a safer workplace.

The message from the session was clear: being your brother's keeper is about showing compassion, speaking up, checking in and ensuring that no one faces life's challenges alone.



HR and ER Managers Training: Understanding the legal Framework of Sexual Harassment and Self-awareness



There are active **Women In Mining Forums** across all Operations - with the role of influencing policies and processes that are gender sensitive



There are 36 nominated **Anti-Sexual Harassment officers** across all operations – as a form of enhancing the platforms in which our employees can report and be assisted, including referral for counselling



BEYOND THE INCIDENT: SUPPORTING THE PERSON BEHIND THE REPORT

Employees often come forward after prolonged exposure to bullying, harassment or GBVF. By then, the impact is often emotional and psychological — not only procedural.

WHAT IS REPORTED

Harassment

Bullying

GBVF

Misconduct

Policy breach

WHAT IS OFTEN HIDDEN

Trauma

Anxiety

Fear

Loss of trust

Reduced wellbeing

HARMONY RESPONSE

**ASHOs trained by
Reality Wellness (EAP)**

Psychological safety

Emotional containment

Immediate support

Referral pathways

**Reality Wellness
(EAP)**

Psychologists

Social Workers

Occupational Health

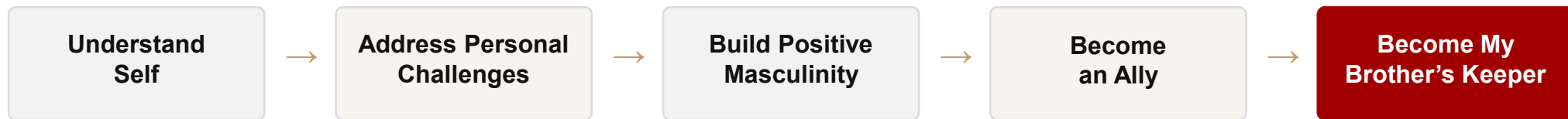
Employee Relations

We do not only respond to incidents. We support people.

MEN'S FORUM AS A SAFE SPACE FOR REFLECTION AND ACCOUNTABILITY

The Men's Forum is not only about protecting women. It also creates space for men to understand themselves, address what they carry, and become healthier allies

THE JOURNEY



WHAT MEN MAY BE CARRYING

- Personal trauma
- Family and relationship pressures
- Mental health challenges
- Financial stress
- Harmful social conditioning

WHAT THE FORUM ENABLES

- Honest dialogue and reflection
- Support and healing
- Emotional awareness
- Positive masculinity
- Accountability and allyship

AWARENESS TRAINING ROLL-OUT

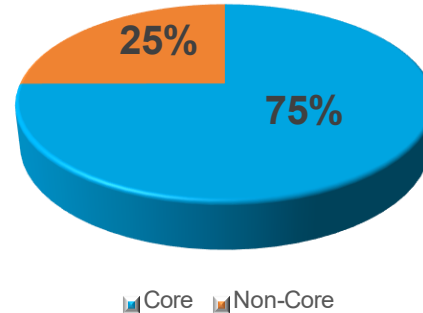
1,700+ employees trained

Training now embedded in onboarding programme

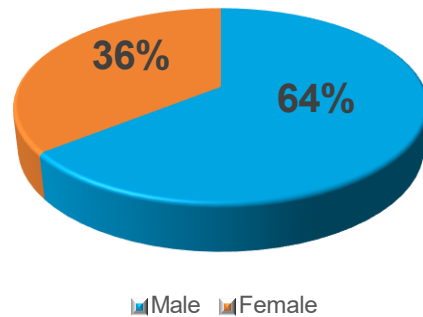
IMPACT

- Policies revised using survey feedback
- Increased reporting and effective case response
- Khuluma-Ndoda (Men's Forum) established
- Stronger awareness of gender diversity, inclusion and belonging
- Reach extended into community outreach
- CGE gender mainstreaming audit, with LGBTQIA++ and DEIB integration

ASH Awareness : Core vs Non-Core Split



ASH Awareness: Gender Split



1,112

Employees Trained

Permanent + Contractor

142

Senior/Middle Mgmt Reached

vs. 30 in standalone ASHA training

26

Executive Level Reached

Not reached by standalone training

THE JOURNEY TO DATE

Issues of Facilities & Infrastructure:

- Provide **well-maintained separate ablution facilities** underground, and conduct facilities audit
- Investigate best practice for **safety measures** i.e. whistles, devices, etc.
- **PPE** for Women rolled-out
- Provide well-maintained **change facilities**,
- **In-stope bulb** - providing additional security for women underground
- Investigate best practices in relation to areas requiring surveillance cameras in remote areas
- Have “**first ever** “ **Vending machine underground for sanitary towels**

Culture and Leadership

- Leadership stance and messaging on creating an inclusive and **conducive culture** for all employees, free from discrimination, bullying, harassment and any form of prejudice.
- Lifeline **Coaching and empowerment** - Create platform for facilitated dialogue and solutions **including Anti-Sexual Harassment Training and Unconscious bias training for all employees**
- **Harmony Commitment Statement** on Anti- Sexual Harassment, bullying and Gender Biases
- **Established WIM Forums across all operations** and nominated both male and females to serve as **Anti-Sexual Harassment officers**
- **Awareness campaign** drives relating to anti-sexual harassment, bullying and gender- based violence

Policies and Practices:

- Review and updated **Policies and Practices** aimed at addressing issues of **gender-based biases, bullying and sexual harassment**
- Periodical **Gender based surveys** and implementation of recommendations
- **Collaborative Partnerships** with bodies including Mineral Council, MQA, NGOs, on initiatives aimed at addressing issues of GBV (Thuthuzela Care Centers) . Harmony committed one Million each year for Three Years to foster support for victims of GBVF
- Focus on female **Enterprise Development and Supply Chain Development** on women owned businesses
- Revised **maternity policy** to allow for longer lactation post-birth

Targeted Interventions and Training (Transformation)

- **Development programmes** with a focus of **female representation**
- Beyond quota **Employment Equity Plans** and **SLP HRD** interventions
- Coaching and Mentoring
- Leadership development programmes
- Monitor the ratio of appointments for women (internal promotions and external engagements)
- **Hybrid and flexible working** to allow for a more balanced work-life scenario
- Established **Men’s Forum** to educate men on the importance of **diversity and inclusion** in the workplace

The four top areas

GROUND LEVEL MILESTONES

Mponeng underground emergency sanitary towel machine

Designed to meet the needs of women working underground

The goal is to:

- ☐ provide sustainable access to sanitary products during emergencies
- ☐ ensure that women can continue with their tasks without losing time at work

- ❖ Development of Workplace Harassment Policy
- ❖ Revised Maternity Policy
- ❖ The CEO leading the interventions
- ❖ Quarterly reports to Social and Ethics board

GENDER-BASED VIOLENCE AND FEMICIDE – OUR COMMITMENT TO A SAFE, RESPECTFUL WORKPLACE

Dear Harmonites,

In 2022, Harmony undertook a comprehensive survey to assess gender-based biases, workplace bullying, and sexual harassment. The findings were clear and compelling, prompting us to adopt a multi-pronged strategy to address these issues head-on. This included strengthening our policies, improving infrastructure, and launching targeted interventions to define and combat workplace bullying, sexual harassment, gender bias, and all forms of gender-based discrimination. Over the past financial year, we made significant strides. We trained **36** Anti-Sexual Harassment Officers (ASHOs), **50** Women in Mining Committee members, and **20** Human Resources leaders and managers to serve as ambassadors and advocates for a respectful and inclusive workplace. As previously communicated, we are now expanding this initiative to reach all employees.

Since August 2024 to date, about **600 employees** across various supervisory roles — successfully completed the Anti-Workplace Harassment, Bullying, and Unconscious Bias Awareness Programme. And **more** employees are scheduled to undergo the same training going forward.

This programme is already yielding results. We have seen a **notable reduction in reported cases**, and those that have arisen were addressed **swiftly and decisively**. However, progress demands vigilance.

Over the past few months, several deeply concerning reports of gender-based abuse and harassment have been brought to management's attention. I want to be absolutely clear: **this behaviour has no place at Harmony**. It goes against everything we stand for and will not be tolerated.

Creating a safe and respectful workplace is a shared responsibility. If you witness inappropriate behaviour, it is not enough to look away - **we all have a duty to speak up, support those affected, and take action**. Silence can cause harm, and bystanders may also be held accountable.

Please remember, our **Harmony Honesty Hotline** is available to report any unethical behaviour confidentially: **0800 204 256**.

Let's continue to build a culture where everyone feels safe, respected, and heard.

Together, we will continue to build a workplace that reflects respect for everyone and accountability in all we do.

Beyers Nel

GROUP CHIEF EXECUTIVE OFFICER

STRENGTHENING INDUSTRY'S COLLABORATION

Thuthuzela & Minerals Council SA partnership on community GBV initiatives

- R3 million over three years to the GBVF Thuthuzela Fund, supporting all Care Centres and the Welkom relaunch
- Active in GBVF governance through the Minerals Council's Advisory Board and Task Teams
- Visible EXCO sponsorship driving awareness and accountability across campaigns, memos and Harmony social platforms
- Partnerships advancing sector-wide GBV research and innovation

HARMONY JOINS INDUSTRY PARTNERS IN SUPPORT OF THE GBV VICTIMS IN SOUTH AFRICA

In December 2022, the National Partnership on GBV Support Centres launched with a Memorandum of Understanding signed by the Minerals Council South Africa (MCSA), the National Prosecuting Authority (NPA), and the GBVF Response Fund. This collaborative initiative aims to strengthen Thuthuzela Care Centres (TCCs), enhancing resources to combat Gender-Based Violence and Femicide (GBVF) in South African mining areas and communities.

A year later, twelve member companies of the Minerals Council have shown steadfast support for TCCs, advancing the vision of a GBVF-free South Africa. Contributions include expanding TCC coverage, upgrading existing facilities to meet standards, and enhancing the visibility and impact of TCCs nationwide. Harmony committed R1 million of its R3 million pledge towards signage for all TCCs across South Africa, beginning in 2023. In a recent panel discussion, hosted by the MCSA, Sylvia Seleka, Group Senior Talent Manager described the moment she proposed support from the executive as an instant "yes!" "Our CEO approved the request immediately, indicating that this is a very important and noble cause, which we could not waste time deliberating on it," she explained.

Among other contributions, Glencore Alloys built a state-of-the-art TCC in Limpopo. Sedibelo Platinum Mine, Anglo American, and Seriti are investing in new or upgraded TCCs, while Implats, Sibanye-Stillwater, Fraser Alexander, Women in Mining South Africa, and Exxaro are providing essential funding and operational support.

Future plans involve sustaining and expanding these efforts to meet the growing demand for TCC services.



Harmony Supports Visibility of Thuthuzela Care Centres in Welkom

Harmony, in partnership with the Minerals Council South Africa and several key stakeholders, hosted a Thuthuzela Care Centre Visibility event at the Central University of Technology (CUT) in Welkom. The initiative brought together government, academia, law enforcement, and civil society to reaffirm their commitment to supporting victims of GBV and strengthening the visibility of Thuthuzela Care Centres across South Africa.

A United Front against GBV

The event marked a significant milestone in the collaborative fight against GBV, with the official launch of a working relationship among stakeholders to support Thuthuzela Care Centres. These centres, spearheaded by the National Prosecuting Authority (NPA), provide critical services to survivors of sexual violence, including medical care, counselling, and legal support.

Dignitaries in attendance included the Free State MEC for Social Development, Hon. Nokwanje Leeto, the Executive Mayor of Lejweleputswa District, Cllr. Veronica Ntakumbana, and the Acting Mayor of Matjhabeng Local Municipality. Their presence featured the importance of multi-sectoral collaboration in addressing the scourge of GBV.

Harmony's R3 Million Commitment

Harmony's contribution of R3 million to support Thuthuzela Care Centres was a focal point of the event. Of this, R1 million has already been used to install signage at

centres nationwide, significantly improving their visibility and accessibility. The signage initiative is expected to help communities more easily locate and utilise the services offered by these centres.

Speaking at the event, MEC Leeto expressed her gratitude to Harmony for its generous support and called on other mining companies to follow suit. "This is not just a donation - it is a lifeline for many survivors," she said. "The visibility of these centres is crucial in ensuring that victims know where to go for help."

Building Safer Communities

The event also served as a platform to encourage community involvement in the fight against GBV. Stakeholders emphasised the need for collective action and urged citizens to take a stand against violence in all its forms.

Harmony's involvement reflects its broader commitment to social justice and community well-being and is helping to build safer, more resilient communities across its areas of operation.



WHERE TO FROM HERE?

Retain 2023 baseline questions verbatim for trend analysis

Add psychological safety, bystander and leadership behaviour measures

Segment by operation, gender, level, shift and employment type

Enforce minimum group sizes to protect anonymity

Conduct a follow-up survey

Frame as a culture & reporting-confidence survey — not just awareness

Thank You



Ms Sylvia Seleka

is the Group Senior Talent Manager at Harmony Gold Mining Company, where she leads global strategic initiatives across talent and succession management, leadership development, organisational capability, gender diversity and inclusion, and workforce transformation.

She is passionate about developing people and future leaders and is committed to building inclusive workplaces where employees thrive and organisations excel.

She holds a Master of Commerce in Industrial and Organisational Psychology (cum laude) and recently completed both the Executive Master in Management Research (EMMR) and the Women Who Lead Programme.

She is currently pursuing a Global Executive PhD at ESCP Business School, where she concluded her first dissertation in May 2026, titled “Excluded from the Top: A Systematic Literature Review of Women’s Underrepresentation in Leadership in the South African Mining Sector”.

She serves on the advisory board of the national partnership in support of victims of gender-based violence (GBV) in mining communities and is also a trustee of Harmony’s Social Plan Trust.

She was recognised as the 2025 Minerals Council South Africa Women in Mining (WiM) Hero for her contribution to education, skills development, mentorship and the advancement of women in the mining industry.



Every mine worker returning from work unharmed every day. Striving for zero harm in our lifetime.