

GLENCORE



The role of culture transformation and gender-responsive frameworks in the health and safety of employees in the SAMI

2026 Mine Health and Safety Summit
Emperors Palace
17 September 2026

Presentation Outline

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1. Context and focus areas
 2. Glencore Coal SA Approach to culture transformation
 3. CTF – Leadership
 4. Tackling issues affecting women in the SAMI
 5. What's next – some thoughts
-

Context and focus areas

Culture Transformation Framework

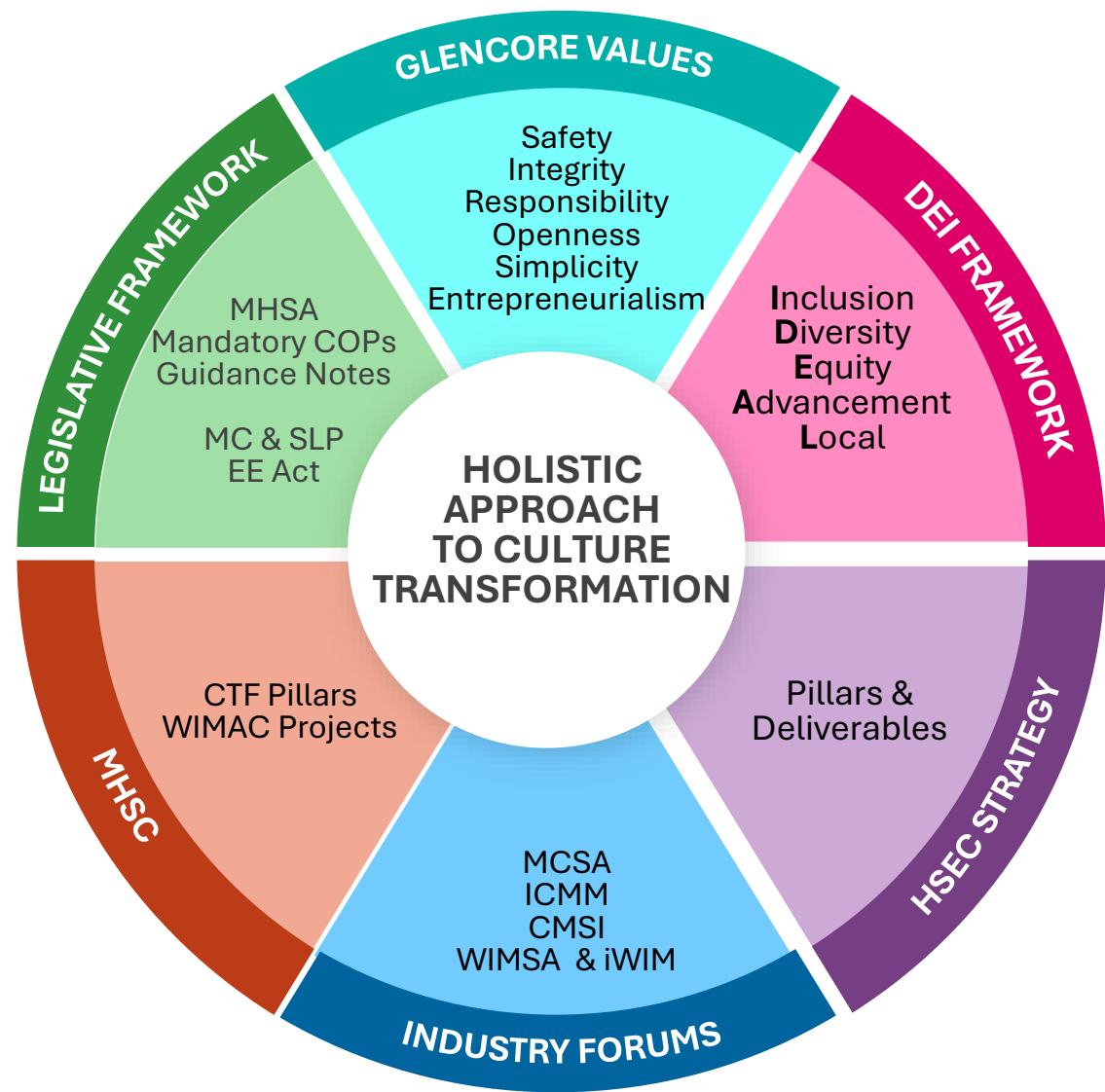


**HOW POLICIES, PRACTICES AND
SYSTEMS CREATE DIFFERENT
EXPERIENCES**

Gender Responsive Frameworks

- Gender perspective / lens in everyday decisions
- Root cause of inequalities
- An intersectional perspective
- Equitable outcomes for all genders

Glencore Coal SA Culture Transformation Approach



CTF Pillar - Leadership

Leadership

Diversity Management as part of the Leadership Program

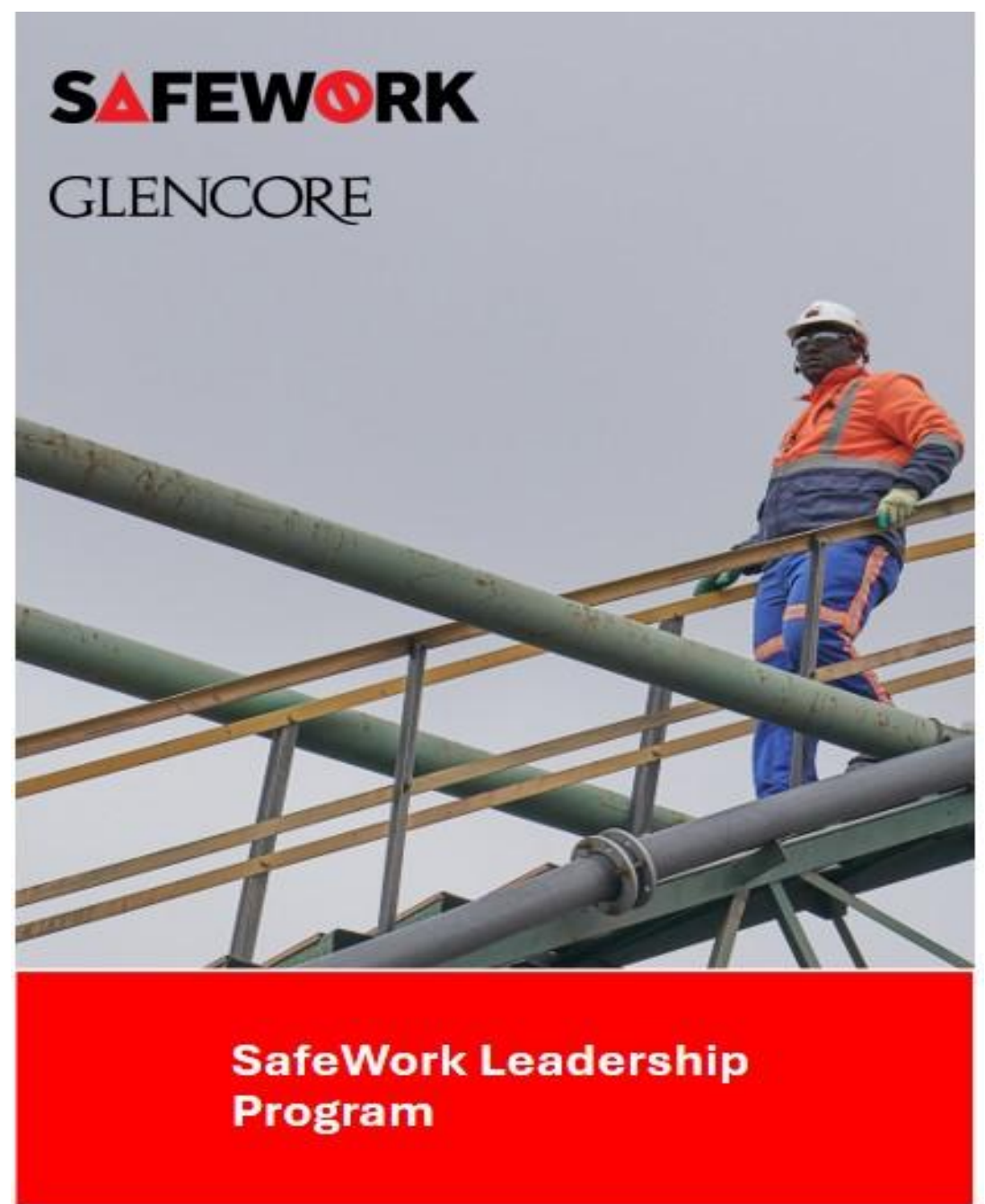
5- 6 Day Program

1. Business Expectations
2. People Leadership
3. Communication
4. HSE Leadership
5. Inclusive Leadership

Topic 1 Diversity and Inclusion as a business imperative for Glencore

Topic 2 Leading Self and Recognising own biases and minimising them in daily interactions

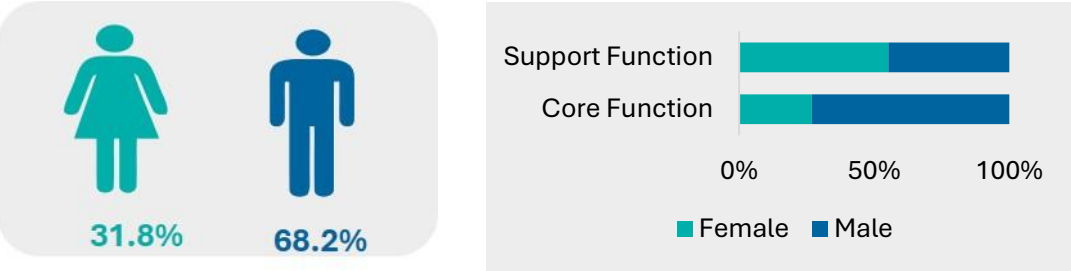
Topic 3 Leading Others and becoming an inclusive leader



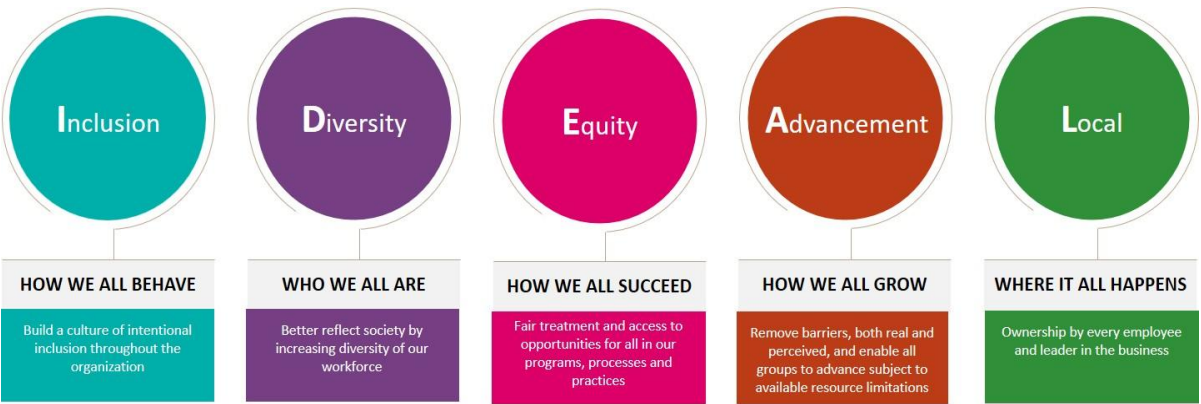
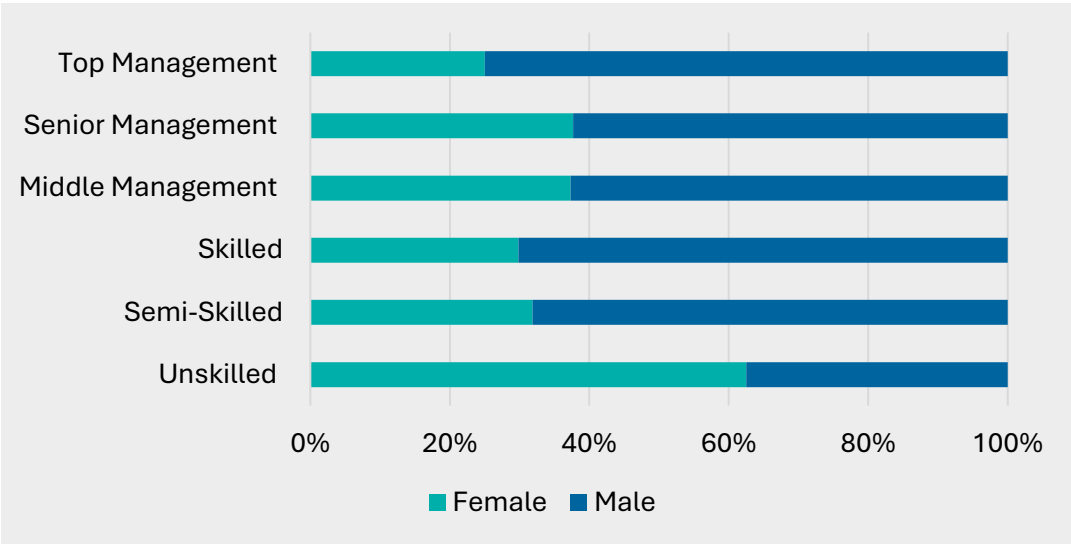
Leadership

Contribution in changing the demographics and building an inclusive workplace

Gender representation



Representation per Occupational Level



Recognition for progress in gender equity

EDGE & EDGEplus Certification



Challenging gender-based barriers, promoting equal opportunities, and fostering a diverse and safe work environment.

Leadership

Visible Felt Leadership

- Based on leader participation to maximise contribution to safe performance
- Clear indication of what is checked in each activity
- Site Senior Leadership review performance and address improvement opportunities
- Quality monitoring of both leading and lagging indicators at Group Level
- Actions resulting from activities are recorded, communicated and tracked
- Improvement opportunities and learnings from the analysis shared in EXCO, Complex HOD meetings and Operational meetings

Annexure 1 - Visible Field Leadership Matrix



Activity	Description	Senior Management	Middle line Management	Supervisor
FHPs and Safety Standard Verification	Verification of compliance to FHP or Safety Standard requirements including procedures, rules and management plans, via Glencore Audit Workbooks.	1/month	1/month	2/month
Critical Controls verifications review	Verification of compliance and quality of critical controls verifications via PIVOT CCV module.	1/month	1/month	N/A
Pre-shift meeting review	Verification of compliance and quality of pre-shift meetings (part of GCOM)	1/month	1/month	Already included in daily responsibilities
Pre-task risk assessments review	Verification of compliance and quality of pre-task risk assessments (JSA & SLAM or equivalent)	1/month	1/week	Already included in daily responsibilities
Permit to Work (PTW) review	Verification of compliance and quality of Permit to Work (PTW)	1/month	1/month	Already included in daily responsibilities
Planned Task Observation (PTO)	Completing planned task observations (PTO)	1/month	1/month	2/month
Safety Interaction (SI)	Completing safety interactions (SI)	1/week	2/week	2/week
Safety Inspection	Area / tool / equipment inspections	1/month	1/week	1/week
High Risk Work Verifications	High Risk Work verifications	1/month	Not mandatory	N/A

Leadership

Articulation, commitment to, and communication of expected behaviours

- Comprehensive program undertaken in 2023
- All employee levels – focus groups
- Output = behaviours expected of leaders and employees in general
- Communication, awareness and commitment to the behaviours
- Mechanisms and empowerment to call out behaviours not in line



Coal South Africa Culture Transformation
Behaviours associated with Our Values & IDEAL culture elements

PROGRESS. TOGETHER.

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OUR VALUES

Behaviours linked to **Safety**:

Glencore Global behaviours

- We never compromise on safety.
- We look out for one another and stop work if it's not safe.

Behaviours that should be displayed by employees in general:

- I subscribe to the aspiration of zero harm. I protect myself from harm and look out for my colleagues to ensure that we can all go back home safe at the end of each shift.
- I am trained in safety policies and procedures, and I follow them all the time.
- I always assess the risks associated with my work, report unsafe conditions, and exercise my right of refusal when necessary.
- I do not operate equipment unauthorized or without taking safety precautions and I do not take shortcuts in executing my work.
- I understand the fatal hazards (FHP) in my area and act accordingly.
- I never break any lifesaving behaviours.

Behaviours that should be displayed by leadership:

- I prioritise safety over production and acknowledge my team members' and my own ability to identify unsafe conditions or risks and, support my team members in exercising their right to refuse to work in unsafe conditions.
- I ensure that my team members are aware of, and trained on the safety expectations, the fatal hazards and the life-saving behaviours in their area and I undertake technical inspections, take input from team members, and put in place adequate controls to ensure my team's safety.
- I ensure that my team members always have the correct tools (including PPE), follow the right systems and processes, and are competent (trained) and fit (physically and mentally) to perform their work safely.
- Change management – I keep my team members abreast of changing conditions and ensure that they are aware of new risks associated with the new area.



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Leadership

Programme to engage and empower employees

Primary platform

- GCOM Pre-shift meeting
- Engagement with Supervisor

Other Platforms:

- Risk Observation Reports
- Health and Safety Representatives
- Engagement mechanisms with peers and leaders
- Focus groups with employee groupings on specific issues affecting them
- Reporting mechanisms



HSE Injection — January 2026



Risk Observation Reports

WHAT IS RISK OBSERVATION REPORTING?

Risk observation is a safety tool used to identify and document any potential hazards, unsafe actions, or conditions within a workplace, process, or environment that could cause harm, damage, or disrupt operations.

WHY ROR?

BENEFITS OF ROR?

- RoR involves proactive identification and reporting of potential Health, Safety, and Environmental risks to prevent unwanted events or injuries. It plays a crucial role in fostering a safety culture, where employees and supervisors are encouraged to remain vigilant and report unsafe acts or conditions.

- Prevent injuries.
- Prevent property damages.
- Prevent environmental impact.
- Create a safe working environment.
- Promotes open communication and shared responsibility for safety.

Scan the QR Code to provide us with feedback:
Risk Observation Report



Or complete the report online:
[Risk Observation Report](#)

SPOT THE RISK. REPORT IT. PREVENT HARM.



PPE ADVISORY COMMITTEE MEMBERS

CONTACT US FOR ALL YOUR PPE CONCERNS



SAFEWORK
www.glencore.com/healthsafety

Coedgedvonden | GLENCORE



Reflections on issues affecting Women in Mining

Women in Mining

SAFETY & SECURITY

- GBVF Incidents
- Psychological safety & trust in the system

HYGIENE

- Ablution facilities
- Lactation facilities

PPE

PREGNANCY

- Protection
- Loss of income
- Meaningful alternative placement & development
- Re-integration

HEALTH NEEDS

- Different life stages

HEALTH AND SAFETY

- Dis-aggregated data

JOB SECURITY



Glencore Coal SA aims to provide a safe and inclusive workplace in which the health and safety of the workforce, contractors and visitors are protected at all its operations and offices.

Harassment, bullying and other forms of unfair discrimination infringe on the rights of individuals and constitute a barrier to equity and will not be permitted, tolerated or condoned.

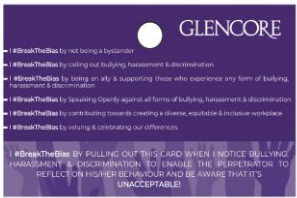
As such, we take a **ZERO TOLERANCE APPROACH** to all forms of harassment, bullying and other forms of unfair discrimination.

We strive to ensure that employees, contractors and visitors feel empowered to raise concerns if they experience any behaviour or conduct that may constitute any form of harassment, bullying or unfair discrimination.

Allegations of harassment, bullying and other forms of unfair discrimination must be reported and will immediately be investigated. Report using the Grievance Policy and Procedure, the Harassment and Bullying Hotline or the Raising Concerns Programme.

We have **zero tolerance for retaliation** against anyone who speaks openly, and reports acts, or behaviour related to harassment, bullying and other forms of unfair discrimination.

DocuSigned by:
Murray Houston
Chief Executive Officer, Coal SA



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Speaking Openly at Glencore against bullying, harassment & discrimination.



GLENCORE

RAISING CONCERNS INTERNAL USE

Encouraging whistleblowers to **speak openly**

Our Values of **openness** and **integrity** foster a culture of speaking openly which protects Glencore from reputational, financial and legal risk.

By receiving information about potentially improper or unethical conduct, you play a critical role in mitigating or resolving issues early on.

However, you should be aware that whistleblowers may be uncomfortable raising concerns and will need to feel encouraged and supported.

This is achieved through active listening

- 1 Be fully present**
 - Eliminate distractions • Make eye contact • Face toward the whistleblower • Uncross arms • Save questions until the end
- 2 Withhold judgment**
 - Focus on the concern and not the whistleblower's possible motives for raising it. Listening with an open mind and showing empathy allows the whistleblower to feel validated and understood.
- 3 Ask open-ended questions**
 - Get all the details needed for an investigation to proceed.
- 4 Paraphrase and summarise**
 - Repeating the information in your own words allows the whistleblower to clarify if needed.
- 5 Give reassurance**
 - We never retaliate against those for the raising of concerns. The whistleblower's identity will only be shared on a need to know basis, with steps taken to keep it confidential.

Whistleblowers should walk away feeling **confident** in the process, be updated on **next steps** and know when to expect an **update**.

A whistleblower who feels protected and encouraged to speak openly represents our **Values** in action. This makes us more resilient and is essential to our long-term success.

For more information consult the [Whistleblowing Policy](#) or speak to your local compliance contact.
Version 10 July 2022

What's next – some thoughts

What next – food for thought ...

- **A health and safety culture is not isolated from the overall culture of the organization**
 - *A holistic culture transformation approach is necessary continue to improve health and safety outcomes*
- **Embedding a gender lens in everyday decisions**
 - *Tackling issues affecting women in the industry should not be limited to August*
- **An intersectional approach is necessary to get to root causes of inequality and achieve equitable outcomes**
- **Gender transformation is not a women's issue, it's everyone's issue**
 - *When we make workplaces and workplace cultures better and safer for women, everyone benefits*
 - *Need to mobilise men as allies and gender partners*
- **Women's health needs beyond reproductive years**
- **GBVF beyond the workplace**
- **Making progress on women's issues**
 - *Guidance, collaboration and sharing of best practice case studies available*
 - *We need to continue to learn from each other, commit and take action*

Thank you

Get to know the presenter

Ms. Sisi Mahobe

is the Head of Human Resources at Glencore Coal SA.



With a career spanning over 32 years in the mining industry, she has worked in various commodities including manganese, chrome, platinum, gold and coal.

Sisi is passionate about diversity and difference. She has led the conceptualization and implementation of various programs in this regard leading to Glencore Coal SA achieving women representation of 32%; being honored with the World 50 Impact Award for gender parity in 2025; and becoming the first mining company globally to achieve EDGE Plus Certification for Intersectional Equity.

Sisi holds a Masters Degree in Diversity Studies from the University of the Witwatersrand as well as other undergraduate and postgraduate qualifications from the Universities of Cape Town and Johannesburg.

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