



POLICY STATEMENT

Inclusivity

At Sibanye-Stillwater, inclusivity is fundamental to how we work, lead, and grow. As a global mining and metals company, we know that better outcomes are achieved when people with different backgrounds, perspectives, and experiences are treated with dignity, listened to with respect, and given a fair opportunity to contribute. Guided by our iCARES values, we are committed to building workplaces where every person can belong, participate fully, and perform at their best.

A global commitment with local impact

Across our operations, inclusivity has practical value. It strengthens safety by encouraging people to speak up, question assumptions, and raise concerns without fear. It improves decision-making by bringing different viewpoints to the conversation. It supports innovation and problem-solving in complex operational environments. It also helps us attract, retain, and develop talent in a way that reflects the communities in which we operate. While the way inclusivity is expressed may differ across regions and teams, the expectation remains the same: every workplace should be respectful, fair, enabling and accordingly inclusive.

We are one

Inclusivity is not only about representation - it is about the everyday experience of working at Sibanye-Stillwater. It is reflected in how we lead teams, make decisions, resolve differences, create opportunities and ensure that each person is able to contribute meaningfully. Our commitment is reflected in the following principles:

- **Leadership accountability:** Leaders at every level are expected to model inclusive behaviour, create respectful team environments, and make fair decisions regarding the allocation of work, development opportunities and progression
- **Belonging and voice:** We aim to create environments where people feel safe to speak up, share ideas, challenge respectfully and raise concerns, knowing that their views will be fairly considered
- **Opportunity and contribution:** We are committed to removing unfair barriers, enabling collaboration across differences and creating conditions in which people can contribute fully and grow their capability in support of sustainable business performance

By strengthening inclusivity, we strengthen Sibanye-Stillwater. We build safer workplaces, better performing teams, stronger leadership and a culture in which people can contribute with confidence and purpose. This is how we live our values in practice and how we move forward together as one company.