

# VALUES STATEMENT

Our performance culture is guided by our values

Values are the basic and fundamental beliefs that guide us and motivate our attitudes and actions. They help us to determine what is important to us. Some of our shared values are:



## Action and delivery

We act with urgency to achieve a desired outcome and deliver on our commitments within the ambit of accepted regulatory safety, risk and commercial parameters.

We are proactive by anticipating events. This means using foresight and then taking careful, thoughtful steps to choose the appropriate path.


We are results-driven with agile decision-making and disciplined capital allocation and execution.



## Integrity

Integrity is achieved by:

- apologising without justification
- being genuine – speaking up for what you believe in
- aligning behaviour with values – 'living the values'
- acting ethically
- being honest and transparent in all interactions
- focusing on doing the right things
- being consistent in everything we do
- interacting with emotional intelligence.



## Courageous conversations

We are committed to authentic, honest and frank conversations in all matters.

Courageous conversations are achieved through:

- inviting dissent and divergent views
- speaking the unspeakable and valuing different truths
- respect – disliking what a person stands for without disliking them.



## Care

Our people are fundamental to the success and sustainability of our business and their health and safety is our number-one priority. We aim to mitigate known hazards and pursue a zero-harm environment to ensure our people return home safely every day.

We treat all our stakeholders with fairness, empathy, respect and dignity.

We earn our social licence to operate by being an integral member of our host communities and creating employment, economic opportunities and managing the impact of our operations.



## Innovation

We constantly challenge the status quo with the intent of finding more efficient or cost-effective ways to achieve the organisation's purpose and objectives.

We drive change and always look for ways to make things better.



## Attitude

We foster a positive and optimistic disposition in order to seek possibilities and unleash the collective genius of the organisation.

We earn trust to build and enhance enduring relationships between our employees, shareholders, stakeholders and our host communities.



## Resilience

We counter adversity by turning a negative experience into a positive one.

The defining characteristics of resilience are:

- mindfully accepting the harsh realities we encounter in life
- finding meaning in challenging times and recovering swiftly from difficulties
- having an uncanny ability to improvise and making do with whatever is at hand.



## Ownership

We act as owners of our businesses by being responsible and accountable in our actions at all times and with an entrepreneurial and commercial mindset.



## Excellence

We relentlessly pursue continuous improvement in both our organisation's results and the manner in which they are achieved.

We attract and develop people who perform and behave with integrity, and who are tireless in their pursuit of excellence.



## Team work

We act as owners and work together in a collaborative and disciplined manner towards a common goal and the attainment of the business objectives.