

ANGLO AMERICAN PLATINUM LIMITED

100
YEARS
1917 - 2017

DELIVERING CHANGE BUILDING RESILIENCE POSITIONING FOR THE FUTURE



DELIVERING CHANGE BUILDING RESILIENCE POSITIONING FOR THE FUTURE

Globally, the mining sector is weathering unprecedented challenges. Anglo American Platinum (Amplats) is proving its resilience and ability to manage change through a focused strategy that is positioning our group for the future.

By concentrating on elements within our control and building the foundations for continuous improvement, we are delivering on our strategy. We are shaping our business for a sustainable future – driving the transformation that will make us more robust, responsive and competitive.

As we focus strategically on value and not volume, we are repositioning our portfolio by exiting certain assets, focusing on market development opportunities and building positive relationships with all our stakeholders while our operations concentrate on optimising their potential.



Supporting documentation on the website

- Integrated report
- Full annual financial statements
- Full mineral reserves and resources report
- UN Global Compact assessment
- King III application register



www.angloamericanplatinum.com/investors/annual-reporting/2016

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ABOUT THIS REPORT

This supplementary report expands on the financial, social and environmental performance disclosed in the 2016 integrated report of Anglo American Platinum Limited (Amplats or the company). As with the integrated report, content has been guided by the Global Reporting Initiative (GRI G4), published in 2013. It should be read in conjunction with the 2016 integrated report on our website

🔗 (www.angloamericanplatinum.com/investors/annual-reporting/2016).

The suite of Amplats reports is aimed at a broad range of stakeholders for a fuller view of our activities in the past year and progress against sustainability-related goals. Where relevant, readers are referred to more information in another report. This will facilitate an informed assessment of the value Amplats creates in society and of the company's long-term sustainability.

With longer-term comparatives, readers should note that 2014 performance reflects a five-month strike at about 60% of our operations and completed disposals in 2016, skewing year-on-year comparisons.

We welcome your feedback on this report. Please address your queries or comments to cosec.platinum@angloamerican.com.

KEY SUSTAINABILITY INDICATORS

7	FATALITIES	↑
0.73	LOST TIME INJURY FREQUENCY RATE	↓
28,250	(AS AT 31 DECEMBER) NUMBER OF EMPLOYEES	↓
74%	HISTORICALLY DISADVANTAGED SOUTH AFRICANS IN MANAGEMENT	→
19.6kt	SULPHUR DIOXIDE EMISSIONS	↑
5,579kt	GHG EMISSIONS, CO ₂ EQUIVALENT	↓
29.3Mm ³	WATER USED FOR PRIMARY ACTIVITIES (PRODUCTION AND PROCESS)	↓
24,628TJ	ENERGY USED	↓
0	LEVEL 3, 4 AND 5 ENVIRONMENTAL INCIDENTS	→
SOCIAL INCIDENTS: LEVEL 3 - 0, LEVEL 4 - 0 LEVEL 5 - 0		
R354	MILLION* CORPORATE SOCIAL INVESTMENT	

*Including Unki Mine.

MATERIAL ISSUES

Our integrated report details the process of determining materiality. The table below sets out our material issues for 2016 and indicates where each issue is discussed.

	MATERIAL ISSUES IDENTIFIED IN 2015 STILL MATERIAL IN 2016	WHERE THIS IS DISCUSSED
 Safeguarding our employees and communities Workforce stability	<ul style="list-style-type: none"> • Labour unrest/people excellence • Employee indebtedness • Workforce localisation • Employee health and safety • Employee retention and skills shortages 	 supplementary report page 3 to 13
 Macroeconomic environment	<ul style="list-style-type: none"> • Market conditions/commercial excellence 	 integrated report page 14, 26
 Positioning the business for the future Optimising and/or repositioning assets External forces affecting operational effectiveness Switch to growth	<ul style="list-style-type: none"> • Asset repositioning for value • Optimising the potential of operating assets • Capital allocation • Modernisation of the business • Competition and product substitution • Infrastructure • Research and development 	 integrated report page 6, 12, 16
 Managing stakeholder expectations and maximising community benefit Community issues and stakeholder management	<ul style="list-style-type: none"> • Community protest • High levels of local unemployment • Supply chain localisation (and management) • Stakeholder engagement and communications • Effective integrated reporting and assurance 	 supplementary report page 14 to 23
 Managing resource availability and impact Resource availability and environmental performance	<ul style="list-style-type: none"> • Electricity scarcity and rising costs • Uncontrolled discharges • Water scarcity • Environmental impacts 	 supplementary report page 24 to 33
 Meeting our obligations to governments and society Legal and regulatory compliance and change	<ul style="list-style-type: none"> • New mining charter and regulatory uncertainty • Ethics and integrity • Security of tenure (Zimbabwe) • Political environment • Government effectiveness • Say on pay (shareholder resolutions on executive/director remuneration)*^Δ 	 integrated report page 7, 18, 23, 24, 31, 34  supplementary report page 34 to 36
 Emerging issue: Ensuring business continuity Information risk, security and governance	<ul style="list-style-type: none"> • IT risk, security and governance • Business continuity and disaster recovery 	 integrated report page 81

SAFEGUARDING OUR EMPLOYEES AND COMMUNITIES

EMPLOYEE HEALTH AND SAFETY

We remain committed to our goal of zero harm. Our priority is to prevent loss of life, injuries and illnesses by creating safe and healthy work environments. Accordingly, we continually review and improve our safety, health and environmental management systems.

Our priorities go beyond this as we aim to ensure the wellness of our employees and their families as a wider contribution to society.

Given that our employees often come from our communities, supporting community healthcare supports our people and helps maintain our social licence to operate.

Our approach to sustaining good safety and health performance is based on a grounded strategy with four thrusts:

Strategic thrusts

Management systems	People	Engineering	Wellness in the workplace
Systems encourage proactive management to prevent incidents by focusing attention on underperformance and high-risk areas to tailor interventions.	A personal change programme is under way to change the culture and behaviour in various operations.	Engineered solutions focus on eliminating or reducing risks associated with equipment.	Various employee health programmes ensure our people are healthy and fit to perform their work safely.

For more information on our environmental management refer to page 24.

SAFETY

In memoriam

Tragically, seven Amplats employees died in work-related incidents in 2016. We extend our sincere condolences to their families, friends and colleagues.

Date	Name	Operation	Description
31 March	Pieter Willem Henrico	Thembelani Mine, Rustenburg	Mr Henrico was struck by a rock-conveyance, sustaining a serious head injury. Despite successful surgery, he contracted an infection and passed away on 9 July 2016
26 April	Mlamuli Cornelius Kubheka Mveliso Ntamehlo	Tumela Mine, Amandelbult	Messrs Kubheka and Ntamehlo died in a scraper winch-rope incident
3 June	Tamsanqa Ngqambiya	Thembelani Mine, Rustenburg	While drilling, a rock dislodged from the hanging wall and fatally injured Mr Ngqambiya
5 August	Tsalli Mataboge	Siphumelele Mine, Rustenburg	Mr Mataboge, a blasting assistant, died in a fall-of-ground
18 August	Nekisile Zibonti	Thembelani Mine, Rustenburg	Mr Zibonti was fatally injured in an explosion while drilling blast holes
24 October	Peter Leshoella	Union Mine	Mr Leshoella died in a conveyor-belt incident

In line with our goal of zero harm, we put safety first and believe that every employee has the right to expect to return unharmed to their family every day. While we have made significant progress in improving our safety performance in recent years, we recognise that we still have much to do to achieve an environment of zero harm. Although management is ultimately accountable for safety, we believe safe and healthy workplaces can only be achieved through joint responsibility by management, employees, unions and regulators.

SAFEGUARDING OUR EMPLOYEES AND COMMUNITIES continued

Our approach to ensuring our people's safety

We focus on improving our ability to anticipate and prevent harm to our people. Our approach to safety and health risk is supported by the Anglo American safety way (below), a comprehensive framework of roles and responsibilities supported by safety principles and mandatory standards.

ZEROHarm

The Anglo American vision is to achieve zero harm by effectively managing safety at all its businesses and operations. This means simply that we do not accept it necessary for people to be injured at work and that all employees should be able to return home fit and well at the end of each shift. We believe our operations should have fundamentally safe, well-designed plant, equipment and infrastructure with robust risk-based safety management systems driving desired outcomes and behaviours.

Our safety principles

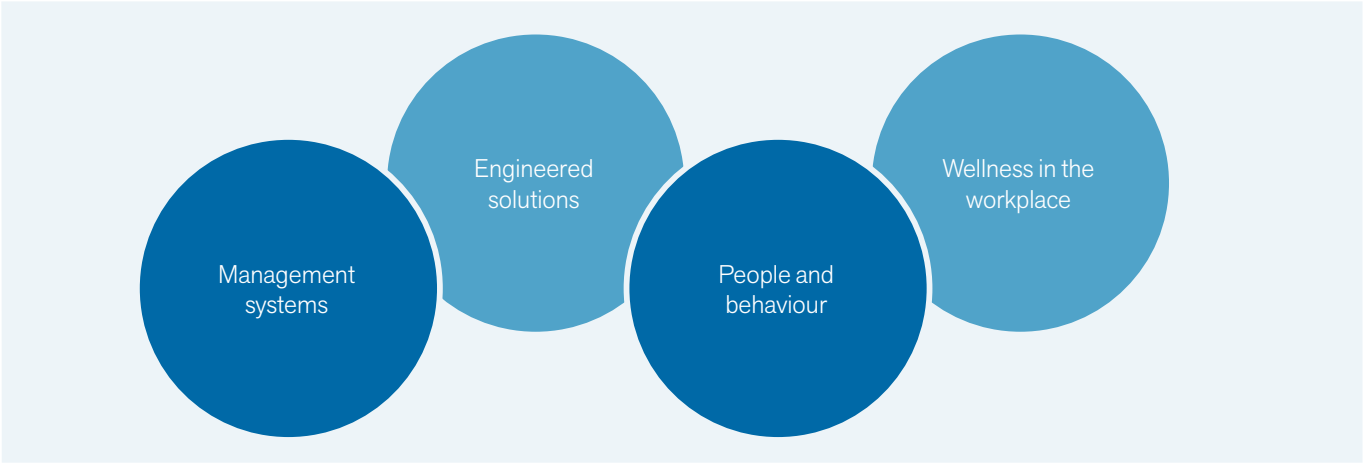
Underpinning this vision are three fundamental safety principles:

ZERO mindset	NO repeats	SIMPLE non-negotiable standards
We believe all injuries and occupational illnesses are preventable. We are responsible for preventing and correcting unsafe behaviour and work conditions.	All unsafe practices and incidents are investigated to determine what happened and why. All necessary steps are taken to prevent recurrence.	We have a common, simple set of non-negotiable standards and rules across the group. Divisional line management is responsible for implementing and maintaining these standards and rules.

We formulated our safety strategy in 2009 and continually update this while maintaining its fundamental principles. We believe our constant commitment to this holistic strategy contributes to our improving safety performance. All initiatives are linked to the strategy, resulting in our workforce understanding how these fit into the overall strategy and a significant improvement in their general acceptance.

The strategy comprises four focus areas: management systems, engineered solutions, people and behaviour, and wellness in the workplace.

These focus areas are also the foundation of our operational safety, health and environment (SHE) management systems, which comply with the international OHSAS 18001 and ISO 14001 standards.



SAFEGUARDING OUR EMPLOYEES AND COMMUNITIES continued

SAFETY STRATEGY – FOCUS AREAS

Management systems

Our safety management systems are a logical framework for managing hazards and risks, while associated operational systems comply with the requirements of the global OHSAS 18001:2007 standard.

The primary focus is managing our risks. Since line management is ultimately responsible for successfully implementing the safety strategy, we produce information to assist them in directing attention and resources to the most significant risks.

We use a systematic approach for significant risks, particularly FOG (fall-of-ground) and SPOTM (supplies, people and ore transport management). This is designed around measures that move up the hierarchy of controls. Trends are analysed and investigated, and site-specific actions and improvement plans are implemented. Our management systems are steadily becoming more mature and robust.

Our ABS-P classification system is successfully managing FOG risk. The system is based on defined ground conditions that have caused FOG fatalities. These conditions are clearly explained and pictorially shown in training material that can be used underground. When these conditions are encountered, teams must follow a set response to a panel classified as one of:

- A (proceed as usual – existing controls are sufficient)
- B (proceed after additional support has been installed, depending on the condition)
- S (team to withdraw from panel, not allowed to work there until S-team recommends controls and declares area safe). B and S-teams include various specialists and senior managers
- An S panel is declared P once recommended precautionary controls have been implemented.

We are changing our transactional SHE system to an integrated one with improved reporting and analytical ability. This will result in more efficient use of time as the system matures, with consistent reporting across the group. We are also increasingly focused on leading, not lagging, indicators for safety.

Engineering solutions

Our aim is to continuously move our recommended controls up the hierarchy by investing in engineering controls to manage risks.

Several engineered solutions have been incorporated into SPOTM to effectively manage our transport risk.

Over half our injuries are due to low-energy actions, such as material handling or slip and fall, resulting in hand and foot injuries. We continue to focus on eliminating these through innovation and improved controls.

People and safety behaviour

Findings from investigations show that not complying to systems and standards is an underlying cause in a significant number of incidents. Each operation has developed a comprehensive engagement and communication programme to address observed behaviour and trust issues.

Examples of communication platforms include:

- SMS hotline: employees can report serious issues such as safety breaches, harassment or criminal activities via SMS to the operational short code. All messages are anonymous and treated confidentially
- Social media: sending information on safety, production, wellness and current affairs via WhatsApp and SMS groups
- Weekly meetings: the regular safety meeting for all supervisors reviews the past week's lessons and shares information. They in turn have weekly meetings with their teams, so all employees have a safety meeting at least once a week
- Weekly GM brief: electronic newsletter that addresses employee issues by sharing the general manager's views and constructive feedback from the workforce. It also addresses wellness issues and promotes connectivity
- GM monthly mass meeting: general assembly hosted by the GM to discuss matters of common interest or concern
- GM connectivity book: the GM book is available at reception around the clock for feedback, complaints or comments. Feedback is via a written GM brief
- Suggestion box: our employees can make suggestions, comments or complaints anonymously. These are addressed by the GM
- Intervention days: these are a critical part of connecting with our people. The HOD team engages with the workforce as they report for duty, sharing a beverage or soup depending on the weather
- Bragging visits: some GMs give each mine overseer and foreman the monthly opportunity to showcase their best section. This aims to create a spirit of competition among sections, set compliance benchmarks and provide a systematic way of moving the mine to a higher level of compliance
- Weekly safety champion: the employee recognised as weekly champion receives a valuable gift such as a microwave. The ceremony takes place at the weekly safety meeting, creating a spirit of excellence among workers underground
- Global safety day: Amplats celebrated another successful global safety day, hosted by all operations on 6 October 2016, again under the theme of critical controls. Executives and senior management teams visited all operations and engaged with employees, emphasising the importance of critical controls and compliance to these.

Wellness in the workplace

Wellness in this context is defined as the right and responsibility of every employee to ensure they are working in a safe environment, and to withdraw should it not be safe. We monitor external stoppages in the form of section 54 instructions from the DMR, as well as self-imposed stoppages. These are logged and analysed, and line management who continually have stop-notes issued against them have to identify the underlying reasons and develop plans to improve conditions in their workplaces. Stop notes are monitored daily.

Our target remains safe, profitable production: to achieve this, we have to make zero harm a way of life at work, at home and on the road. We remain focused on safety – our own safety and that of our colleagues.

SAFEGUARDING OUR EMPLOYEES AND COMMUNITIES continued

Progress against safety action plans and various lagging indicators are included in our chief executive officer's performance targets and influence the remuneration of our executives and managers.

Our performance

Tragically, we lost seven colleagues from April to December 2016 after a record fatality-free period (323 days to 31 March 2016, well ahead of our prior record of 183 days). No loss of life is acceptable and this performance was deeply disappointing. While each fatal incident was a significant setback, we are convinced that our overall safety journey remains positive.

We continue to learn from these incidents and we are putting measures in place to prevent repeats. Our safety strategy has remained consistent over the last five years, with regular reviews to incorporate lessons and evaluate the effectiveness of our focus areas. We will again take these learnings and review our strategy to improve it further, giving our employees the focus and consistency to help them make decisions based on safe behaviour.

Our aim is zero harm, and the safety of our employees remained the key focus throughout 2016, with several operations reaching significant safety milestones in the period:

- Supply chain Eastern Limb divisions – nine years without a lost-time injury (LTI)
- Mortimer smelter – three years without an LTI (April)
- Tumela lower mine – five million fatality-free shifts in April
- Bathopele Mine – 1,000 fatality-free days in April
- RBMR's packaging and transport unit – one year injury-free in July
- RBMR UTC Starter Prep B-Shift – over 330 total injury-free days by mid-September
- Eastern bushveld regional laboratory – seven LTI-free years in September
- Tumela upper mine – 71 LTI-free days from June to September (41 total injury-free days: July to August)
- Dishaba Mine – three million fatality-free shifts in November
- Twickenham project – 365 days FOG free.

The fatal-injury frequency rate (FIFR) at the end of 2016 was 0.013, a significant deterioration on 0.003 in 2015. Every effort is being made to improve this in the year ahead.

Amplats-managed mines' lost-time injury frequency rate (LTIFR) is 0.73, better than our target of 0.88 for 2016 and well below our 2015 performance of 0.98. We are moving away from reporting LTIFR as the safety lagging indicator to total recordable case frequency rate (TRCFR), which includes medical treatment cases, LTIs and serious injuries. Our TRCFR for 2016 is 1.05 compared to our target of 1.39 for the period and 1.52 in 2015.

In 2016, 43 regulatory (Section 54) stoppages and 37 non-compliance (Section 55) notices were issued across our operations.

The Amplats trauma and emergency care system ensures optimal outcomes for ill or injured people at our mining operations. Annual audit results for this function have improved consistently, from 74% in 2011 to 93% in 2016.

Managing worker fatigue is an ongoing challenge. To mitigate this risk as a contributing factor in safety incidents, we have a protocol based on the Anglo American technical standard and guidelines for fatigue management.

Road safety remains a general concern. Improving safety on public roads in our local communities is now part of our plans to improve operational safety. A pilot project is under way to improve safety on a high-risk stretch of road serving our Mogalakwena operation.

Our psychological assessment tool has been rated as best practice in the Anglo American recognition programme (Applaud awards). This assessment technique is designed to identify behavioural characteristics that predict at-risk/unsafe work behaviours, and to address these through individualised developmental initiatives. The zero harm mindset programme is derived from assessments in the key areas of values, connectivity and risk management.

We continue to embed and reinforce frontline supervision, which is critical in ensuring strict adherence to planned work. Our training programme aims to equip frontline supervisors and managers with the technical and people skills to consistently deliver safe production and achieve operational excellence.

SAFEGUARDING OUR EMPLOYEES AND COMMUNITIES continued

Improving safety through modernisation

In progressively modernising our operations, new technologies are being implemented to reduce risks associated with operational activities, as illustrated below.

The sustainability of modernisation

The pros and cons of modernisation through mechanisation have been debated at length. The truth is that, in a global economy, mechanisation is the only way for the South African mining industry to remain relevant and competitive.

Our vision in modernising our mines is to mitigate the implications of job losses through improved employee benefits as well as health and safety, and job creation in areas related to mechanisation. We believe modernisation will create jobs in non-traditional areas such as the equipment manufacture and servicing industry.

Benefits already evident include:

- Proximity devices control the safe movement of locomotives
- Personnel sensors and other sensory and lighting technology improve safety
- New nickel tank-house technology at the base metal refinery in Rustenburg has improved the work environment by reducing ambient tank-house acid-mist emissions
- Large-scale fine-grinding technology improves PGM liberation and downstream extraction, improving recovery by 3%.

This is all part of our ongoing FutureSmart approach to technology and its potential.

HEALTH AND WELLBEING

Our approach to promoting employee health and wellbeing

Our health programmes focus on managing occupational and non-occupational health risks prevalent among our workforce.

Our approach is governed by standards, guidelines and assurance processes. The Anglo American occupational health way sets out our vision for employee health and wellbeing: to achieve zero harm and a healthy, productive workforce by effectively managing occupational health risks in all managed operations.

To achieve this, our strategy covers the spectrum of health interventions, from prevention to care and rehabilitation.

Underpinning our vision are three fundamental principles of occupational health:

- All occupational illnesses are preventable
- Learning by monitoring exposure and disease incidence, and using this information to prevent occupational disease
- Consistent application of common, simple, non-negotiable occupational health standards across the group.

South Africa is facing a quadruple burden of disease: the HIV/Aids epidemic alongside a high burden of TB; high maternal and child mortality; high levels of violence and injuries; and a growing burden of non-communicable diseases. Against this backdrop, the company focuses on programmes and initiatives to prevent or mitigate the impact of these epidemics.

Our workplace programmes recognise the relationship between diseases, workplace exposure, fatigue and injuries. To respond to this complex interplay, Amplats prioritises the cornerstone health programmes shown below:



Our performance

We report on the estimated number of people potentially exposed to health hazards that could lead to occupational illness. We measure this against occupational exposure limits set per health hazard, above which employees must use personal protective equipment (PPE), and consider all aspects of engineering control. Because individual non-compliance with the correct use of PPE remains a key challenge in occupational health, our performance indicators reflect the number of workers who would be exposed to conditions that exceed limits if they were not protected by PPE. This helps to identify hazards where we can improve controls, perhaps to the point where, subject to available technology, we can eliminate the need for PPE altogether.

New cases of occupational disease

	2016	2015	2014	2013	2012
Noise-induced hearing loss	23	36	34	68	46
Chronic obstructive airways disease	0	0	2	9	5
Occupational tuberculosis	0	0	0	0	0
Occupational asthma	1	2	0	1	3
Occupational dermatitis	1	1			
Occupational cancers	0	0	0	1	1
Platinosis (platinum salt sensitivity)	2				
Other occupational diseases	1	2	0	0	0

SAFEGUARDING OUR EMPLOYEES AND COMMUNITIES continued

Addressing our health risks

Noise

Exposure to noise (and the potential for noise-induced hearing loss or NIHL) remains one of our key health risks. By rolling out second-generation rock drills, we are lowering noise intensity and mitigating the risk of excessive noise. This roll out is almost complete and over 90% of rock drills have second-generation silencers. To further reduce the effect of noise exposure and improve compliance to PPE, customised hearing protection devices (HPD) have been rolled out. To enhance our current six-point plan, a noise project is being implemented at Amandelbult which includes oto-acoustic* screening, tagging HPDs and a behavioural programme.

Airborne pollutants

Improvement plans are in place for all category A exposures to airborne pollutants. These relate primarily to exposures to cobalt sulphate, nickel and arsenic at Rustenburg Base Metal Refinery. Control improvements have been implemented in specific areas at our process operations. These include a number of engineering enhancements to ventilation, with subsequent sampling concentrations showing a significant decrease in exposure levels. This will remain a focus area in 2017.

The early-warning system or i-Health dashboard provides easy access to occupational health and safety data, and is being rolled out at our process plants. In addition, we have installed real-time monitors to measure gases and aerosols, with ventilation sensors to determine control effectiveness. The i-Health dashboard tracks real-time exposures and substandard critical control parameters.

Absenteeism

A cross-functional team comprising human resources (HR), medical and SHE practitioners continues to drive initiatives to reduce our sick absenteeism rate. Of the various absenteeism categories (planned versus unplanned), sick absenteeism remains the key contributor. Our primary initiatives include:

- **Workplace absenteeism management:** by implementing this system, we aim to better manage unexplained absenteeism, short shifts and leave automation. To mitigate sick leave abuse, a paperless system is being piloted at Amandelbult
- **Electronic sick notes:** to deal with fraudulent notes, our primary-care facilities generate electronic sick notes. We are working on linking this information to our primary platform, SAP HR, for a holistic view
- **Medical boarding process:** to expedite medical incapacity, review processes for medical boarding applications have been streamlined. The HR team, in liaison with line management, is also reviewing the disability (risk) insurance cover offered to employees
- **HR policies:** a number of HR policies are under review, including maternity leave and sick leave allocation
- **Disease management:** various disease management processes are being enhanced to reduce medical complications and related hospitalisations.

Tuberculosis (TB)

In the fight against TB, Amplats continued to enhance aspects of active case finding; isoniazid (INH) prophylactic therapy; TB infection control and TB diagnosis and treatment. Building on health-system strengthening work over the past two years, we are focused on improving our TB, HIV and chronic disease management systems.

For 2016, there were 286 TB cases – 253 new and 33 retreatment cases. This translates to a TB incidence of 746 per 100,000. Although

the number of monthly TB cases increased during the winter months, the number of new cases did not exceed 30 for any given month. For 2016, we recorded a monthly average of 21 new TB cases and three retreatment cases per month. Of the total TB cases for the year, six were drug-resistant cases and two extreme drug-resistant cases.

There were 14 reported TB deaths in 2016. Of these, one was drug-resistant and one was an extreme drug-resistant case. Eleven were HIV-positive, two were HIV-negative and one was status unknown. Of the HIV-positive cases, nine were on ART and only one had viral suppression. The average initial CD4 count was 176.

Our improved performance reflects a number of key initiatives to control the spread of TB, including:

- Tracing and enrolling HIV-positive non-joiners
- Following up on defaulters in the HIV disease management programme and non-suppressors (those with a detectable viral load) on antiretroviral therapy
- TB infection control in healthcare facilities. For 2016, no TB cases were reported among healthcare workers
- Rolling out INH prophylaxis.

HIV

HIV prevalence in Amplats was last estimated some five years ago. This was then embedded in the SHE database and used to estimate the number of employees who should be on the disease management programme. Over recent years, between 100 and 350 new cases of HIV per annum have been diagnosed. It is reasonable to assume that, given a relatively stable workforce, prevalence has increased. For reporting purposes, the prevalence estimate has been adjusted to 21%, with salient data summarised below:

- There were 7,954 employees registered on the HIV disease management programme at end-October, dropping to 4,285 by year end with the exit of Rustenburg employees. Of these, over 80% are on antiretrovirals
- Antiretroviral adherence: viral suppression was a key initiative in 2016 with the health team proactively following up on non-suppressors and treatment defaulters. The proportion of viral load tests that confirm suppression is improving
- For the reporting period, there were 353 new sero-conversions (previous HIV-negative cases that now tested positive), although most of these cases had not tested in the past four years. What is positive is that these employees are now testing, but some have been positive for several years. The high number of new cases of HIV still points to ineffectual prevention initiatives and the influence of social determinants of health.

Chronic diseases and lifestyle factors

Chronic diseases and lifestyle factors, such as smoking, remain major health concerns in the workforce. Of the determinants of health, high salt intake and tobacco smoking are among the most prevalent lifestyle factors. Health promotion messages on lifestyle matters are being reinforced at occupational health and dressing station clinics during toolbox talks and wellness campaigns and via health posters.

** Otoacoustic emissions (OAEs) are sounds given off by the inner ear when the cochlea is stimulated by a sound. When sound stimulates the cochlea, the outer hair cells vibrate. The vibration produces a nearly inaudible sound that echoes back into the middle ear. The sound can be measured with a small probe inserted into the ear canal. People with normal hearing produce emissions. Those with hearing loss greater than 25 to 30 decibels (dB) do not produce these very soft sounds. This test can detect blockage in the outer ear canal, as well as the presence of middle ear fluid and damage to the outer hair cells in the cochlea.*

SAFEGUARDING OUR EMPLOYEES AND COMMUNITIES continued

Nutrition

At our single accommodation villages, we monitor average meal participation to ensure our workers are adequately nourished. At all sites, the main (lunch) meal participation remains over 85%, and the intake of fat, protein, carbohydrates and micronutrients is closely monitored. Food safety remains a priority and all suppliers go through a vetting process that involves supply chain and public health. Food storage and preparation conforms to recommended standards.

Wellness initiatives

Amplats continues to promote wellness via HR-driven initiatives, health posters and peer education, periodic occupational health medical examinations, wellness campaigns, nurse-based primary care (dressing) clinics and outpatient departments. In following the healthy workplace model advocated by the World Health Organisation, we focus on the underlying determinants of health and interventions that require cross-functional collaboration and multi-stakeholder participation.

Among the key health topics/messages in 2016, we focused on stress management. To mitigate stress-related issues and promote health, several interventions have been rolled out:

- **Nkululeko programme:** to date, over 8,000 employees have signed up for debt-relief solutions, with a total of R29 million saved (see page 11)
- **Culture transformation:** following an assessment of the company culture, we have initiated a multifaceted transformation process to create and sustain a culture of personal, team and organisational wellness (Tshiamo)
- **Employee assistance programme:** Amplats continues to offer assistance to employees and family members who need psychosocial support. The programme is run by social workers and psychologists, with 6,425 consultations to date
- **Wellness campaigns:** our wellness teams, in collaboration with the South African National Blood Service, provincial departments of health and other partners continue to run wellness campaigns at our operations. The mobile wellness bus maintains a schedule of all campaigns planned for the year. These are also captured on weekly reports and published in internal newswatches
- **Ongoing health-screening services:** our occupational health and primary-care services offer ongoing screening for chronic conditions, active case finding for TB and voluntary counselling and testing
- **Advocacy:** we continue to participate in various national and industry tripartite structures working on TB and HIV initiatives. For example, a consultative process on the national strategic plan for HIV, TB and sexually transmitted infections is currently under way.

Community health

Rustenburg mobile clinics

In partnership with the North West Department of Health, Amplats operates two mobile clinics that provide primary-care services to informal settlements near our operations. These include Nkaneng, Entabeni, Siza, Sondela, Rietfontein Farms, Watervaal residential areas, Frazer and Bolana. In 2016, 11,269 primary-care consultations were conducted.

Hospitalisation services

While the public Job Shimankana Tabana hospital is being refurbished, two wards and a theatre at our Bleskop (RTB) hospital are being used by the public hospital.

Emergency medical services

Our emergency medical resources continue to respond to community emergency calls. These include vehicle accidents on public roads, medical emergencies in the community and cases associated with community violence.

OUR EMPLOYEES

Meeting our strategic objectives depends on maintaining positive relations with our employees and trade unions, giving us access to the skills required to meet our business needs, and the systems to develop and retain talent. Our key indicators for human resources are disclosed on page 136 of our integrated report.

Engaging with unions to benefit our employees

Labour instability is an issue in all sectors of South Africa and often exacerbated by inter-union conflict, a new feature of the labour relations environment. Some 95% of our permanent workforce in bargaining units are represented by trade unions, covered by collective bargaining agreements. This stakeholder relationship is key to our ambition of fostering mutually beneficial relationships with our employees.

We strive to develop strong relationships with union representatives at all operations through continual, open and meaningful dialogue. We focus on developing collaborative relationships with the four representative unions in a multi-union environment (this includes training union leaders and addressing inter-union rivalry). We ensure relevant changes to our organisation or our practices are tabled with unions for discussion before implementation and that, in turn, any employee concerns are raised before they become the subject of disputes.

Developing stronger employee relations

Delivering on our goal to be the employer of choice depends on ensuring we maintain positive relations with all our employees; offer safe, meaningful and stimulating work; provide opportunities for personal development; pay employees competitively; recognise and reward excellence; encourage diversity; and protect employee rights.

We are implementing a number of longer-term initiatives for our employees, including:

- A proactive programme to improve communication and relationships with our employees directly
- Building the people leadership skills of our supervisors and mine managers to enable them to engage effectively with employees and build trust and respect
- Rolling out a values and culture change programme
- Giving employees the training necessary to deliver sustainable value as we mechanise operations.

Other focus areas include reviewing housing and accommodation for our employees, and employee wellness initiatives such as addressing high levels of employee indebtedness. This is an ongoing concern and challenge in our industry (see the case study on the Nkululeko financial wellness programme).

SAFEGUARDING OUR EMPLOYEES AND COMMUNITIES continued

CASE STUDY: FIGHT AGAINST TB – INH PROPHYLAXIS

South Africa has a high burden of TB and the mining community is one of the populations at high risk, given the presence of known risk factors that contribute to TB disease and transmission. Faced with a high prevalence of HIV, an ageing population and the increasing burden of lifestyle-related risk factors and diseases (eg smoking and diabetes), Amplats focused on rolling out isoniazid (INH) therapy, enhanced diagnosis and treatment of TB, proactive follow-up and enrolment of HIV-positive employees and a renewed focus on ART adherence. In 2013, Amplats had an incidence rate of 1,550 per 100,000. At the time, the TB programme focused on active case finding through symptom screening and annual chest x-rays, directly observed therapy, infection control and, to a lesser extent, INH therapy. The HIV programme offered voluntary counselling and testing, disease monitoring and antiretroviral therapy or ART. These were standard interventions of TB and HIV management in the industry.

After reviewing these programmes, we identified critical gaps. The time lag between knowing one's HIV status and starting ART was unduly long, follow-up of ART treatment defaulters was poor, the roll-out of INH prophylaxis was low and the TB programme was not capitalising on the latest rapid screening or diagnostic tools. To address this we needed to make structural changes.

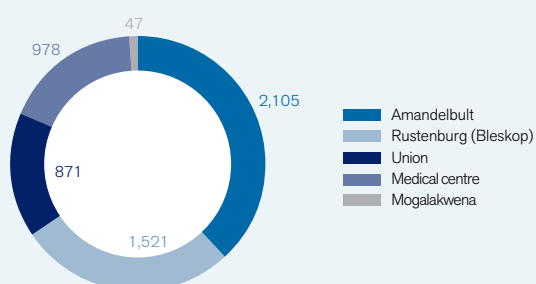
We developed a plan to enhance both programmes as part of strengthening our health systems. Additional budget was provided to cover people, process and technology, which enabled our healthcare facilities to focus on key areas:

- Intensified roll-out of INH prophylaxis
- New technologies for TB management
- Proactive follow-up and enrolment of known and new HIV-positive cases
- Continually monitoring defaulters on wellness or ART adherence.

Outputs

Over a two-year period, 5,522 high-risk employees started on INH prophylaxis.

Cumulative number of employees on INH prophylaxis

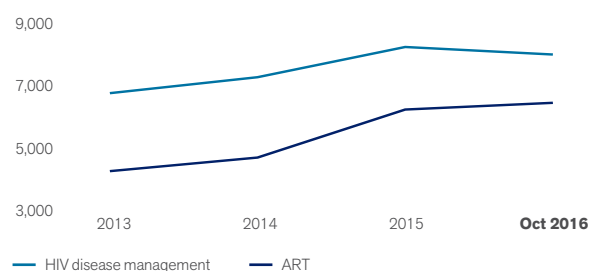


Over the same period, we achieved good results in following up on individuals with known HIV-positive status who had not joined the programme

	Non-joiners	Enrolled	Not enrolled	% enrolled
Amandelbult	579	579	0	100
Rustenburg	713	655	58	92
Union	196	195	1	99
Total	1,488	1,429	59	96

Registration on HIV disease management and enrolment on ART significantly increased over this period. Importantly, the proportion of ART uptake increased among individuals on the disease management programme.

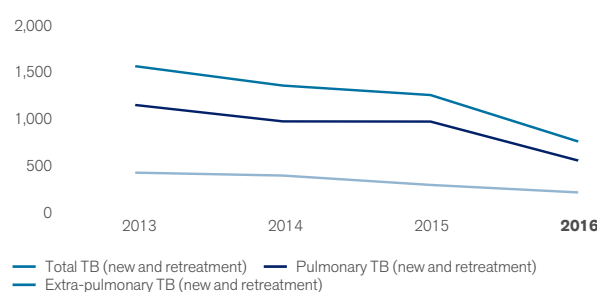
Number of registered employees



Observation

The TB incidence has steadily decreased over the past three years – for both pulmonary TB and extra-pulmonary TB.

TB incidence rate



Way forward

Against the backdrop of 'test and treat' treatment guideline and the 90:90:90 target set by UNAids, Amplats is preparing to meet these new targets. In addition, we will strengthen our partnerships with district health facilities and other social participants to ensure any gaps in prevention, treatment and care are identified and managed.

SAFEGUARDING OUR EMPLOYEES AND COMMUNITIES continued

NKULULEKO FINANCIAL WELLNESS PROGRAMME – EMPLOYEE-INDEBTEDNESS PROGRAMME GAINS MOMENTUM

Many of our employees struggle with a level of debt that is difficult to manage. Each month, large amounts are deducted from their earnings, by court order, as debt repayments. The protracted strike in 2014 exacerbated this problem, with many increasing their dependence on credit to meet their monthly expenses.

The stress of being indebted affects employees' wellbeing at work and at home, as people who are financially stretched are often anxious and less focused. This can compromise their safety and performance in the workplace and put severe stress on family units. Employee indebtedness has also been identified as an underlying cause of industrial actions and labour unrest. We believe this cycle can be broken.

Three years ago, we introduced a financial wellness programme to assist our employees in understanding and managing their debt. This is called 'Nkululeko', which means freedom – a reference to freedom from the bondage of over-indebtedness. Contractual project target was to reach 15% of the overall Amplats workforce by October 2016. This target was exceeded by 145% and 9,258 employees have signed up with Nkululeko.

On average, employees who have completed thorough financial assessments and are part of our debt-relief solutions programme previously spent 53% of net income on repaying their debts.

Through the Nkululeko programme, we have reduced this (on average) to 26%, giving employees significantly more net income to spend on living expenses and planning for their future.

Amplats has worked with Summit Financial Partners, a company with experience in conducting debt-relief programmes, to provide financial support to our employees. Key elements of the programme include:

- Addressing the issue of over-indebtedness
- Providing a debt-relief programme, including:
 - Debt consolidation
 - Debt rescheduling
 - Debt audit
 - Debt negotiation
 - Debt counselling
 - Financial wellness training.

We are also working with local authorities across our most affected operations to curtail the abuse of employees by credit providers and debt collectors, and to remove illegitimate financial service providers.

Investing in our skills base

We invest in developing our people, giving them the skills and resources they need to grow with our industry and our company. In addition to the skills and knowledge required to be competent in their current roles, we also provide development opportunities for our people for potential future roles.

The following programmes provide a pipeline of suitably qualified, skilled and diverse professionals for the company:

Initiative	Description
Young professionals (bursars and graduates)	Amplats has a well-structured bursary and graduate development programme focused on ensuring a diverse pipeline of professionals into the business across all key disciplines.
Mining learnerships	This initiative supports employees in gaining the necessary competence to perform mining tasks. This is currently provided in both conventional and mechanised disciplines.
Engineering learnerships	This programme helps mitigate the skills shortage in the various engineering artisanal levels that Amplats requires.
Fast-tracking programmes	Fast-tracking programmes address the under-representation of employees from designated groups in technical fields, focusing on supervisory and management categories.
Skills programmes	Various skills programmes, comprising groups of unit standards that allow learners to become employable for a specific role. These are recognised by the Mining Qualifications Authority.
Cadetships	This initiative focuses on training individuals from local communities in skills for specific jobs (such as rock-drill operators) to be employed immediately in permanent positions or later as needed.
Schools project	Amplats adopts existing schools to bolster education and ensure a pipeline of educated youth to employ in future.

In addition to ensuring our people are competent in their current roles and future potential roles, our training initiatives are a key element of our organisational transformation.

We have a good pipeline of skills, particularly at entry level, through our graduate and fast-tracking programmes. As we shift to mechanised mining, our operating and training departments are

working together to understand the new skills our workforce will need and to provide the appropriate training. To support the process, we are aligning strategies, processes and systems for recruitment, selection, training, development and remuneration. The transition to modernisation will be managed in collaboration with employees, labour unions and government as we work together to grow the skills base.

SAFEGUARDING OUR EMPLOYEES AND COMMUNITIES continued

Expenditure on training and development was 6.01% (including expenditure on applicable research and development) of total payroll in 2016 (2015: 4.3% – excluding expenditure on research and development) and each employee received an average 91 hours of training (2015: 81 hours).

Our performance in selected training and development programmes in 2016 is summarised below:

Engineering training	<ul style="list-style-type: none"> 210 learners enrolled in various engineering training schemes (2015: 294), and 64 qualified (2015: 66). 2,053 participated in six specialised trade-related short courses (2015: 1,973).
Leadership development	<p>Due to the restructuring of the Anglo American business, all the wider group's management and leadership development initiatives were temporarily suspended while they were realigned with the business vision and strategy. These programmes will restart in 2017.</p> <ul style="list-style-type: none"> 1,067 supervisors attended programmes targeting specific supervisory-level performance skills (2015: 1,214).
Developing our young professionals	<ul style="list-style-type: none"> We provided bursaries and graduate-in-training programmes in specific fields to 379 people (2015: 387).
Operational risk management process	<ul style="list-style-type: none"> 15,914 completed the programme (2015: 7,110) 268 employees completed the required training as occupational health and safety representatives (2015: 1,429).
Access to adult basic education and training (ABET)	<p>ABET was provided to 790 employees (2015: 975) as well as:</p> <ul style="list-style-type: none"> 60 contractor employees (2015: 71) 334 community members (2015: 432) <p>ABET is provided on a part-time and full-time basis, and accommodates shift workers.</p>

Transforming our workplace

Our transformation programme aims to create a workforce that reflects the diversity of South Africa's population and complies with the requirements of the mining charter. We are diversifying our workforce through targeted recruitment and development campaigns for women in mining, historically disadvantaged South Africans (HDSAs) and people with disabilities. The demand for skills at managerial level, particularly for HDSAs and women, is an ongoing challenge. We focus on rewarding good performers, developing skills, providing opportunities for career advancement, and developing leadership capacity. We continue to improve levels of representation in all these groups.

By the end of 2016, 74% of our managers were HDSAs (2015: 62%), exceeding the South African mining charter requirement that these employees make up 40% of each management level and 40% of core and critical skills.

Women made up 22% of our management (2015: 20%), and 15% of our workforce (2015: 14%), with 11.7% in the core disciplines of mining, engineering, projects and metallurgy (2015: 11.9%).

Focusing on accommodation and living conditions

We want all our employees to enjoy decent housing and living conditions. We are making good progress in providing family housing units and single accommodation. While 3,182 employees (2015: 5,743) currently reside in converted hostels, the level of occupancy in these

single-accommodation villages is steadily decreasing. In all cases, single-room occupancy has been achieved.

We believe home ownership is important. We therefore facilitate ownership among our employees through our housing scheme. Besides houses, the model involves providing water supplies, sewerage, electricity reticulation, roads and stormwater systems. About 1,000 of the units form part of the Seraleng project in Rustenburg, North West province, while the balance of 309 are in Northam in Limpopo.

The Amplats employer-assisted housing scheme helps qualifying employees acquire home loans for a residential property in locations near the mines and integrated into existing communities.

Owing to levels of indebtedness, many employees are still unable to secure housing loans through our facilitated scheme and receive monthly living-out allowances of R1,840. We remain concerned about more than 26,000 employees who receive these allowances. In most cases, only a portion is spent on accommodation. The balance supplements earnings with employees choosing to live in informal settlements.

We continue to review our accommodation strategy, including the practice of paying living-out allowances, and we are actively participating with government at all levels in addressing these challenges.

SAFEGUARDING OUR EMPLOYEES AND COMMUNITIES continued

OUR CULTURAL TRANSFORMATION JOURNEY

Winning the hearts and minds of our employees to become an employer of choice is arguably our greatest challenge. After the 2014 strike, we began the journey of organisational cultural transformation to change relationships with employees to ensure an engaged and productive workforce, founded on three pillars:

- Leadership
- Values
- Engagement.

The pillars have 14 critical areas that assist in healing our organisation, develop a serving and supporting leadership style and an engaged workforce.

In 2016, we continued to embed all aspects of our cultural transformation. We also completed the foundation work to cascade this to all levels in 2017.

Employment equity per occupational level

(2016 employment equity statistics as per Employment Equity Act requirements)

Occupational levels	Male				Female				Foreign nationals		Total
	African	Coloured	Asian	White	African	Coloured	Asian	White	Male	Female	
Top management	0	0	2	4	2	0	0	0	0	0	8
Senior management	41	6	14	100	9	0	8	10	10	0	198
Professionally qualified and experienced specialist and mid-management	523	21	19	464	177	4	20	132	32	7	1,399
Skilled technical and academically qualified workers, junior management, supervisors	2,348	26	5	718	704	11	5	184	193	3	4,197
Semi-skilled and discretionary decision making	13,392	7	0	67	2,021	2	0	14	2,001	1	17,505
Unskilled and defined decision making	956	1	0	5		0	0	0	67	0	1,415
Total permanent employees	17,260	61	40	1,358	3,299	17	33	340	2,303	11	24,722
Temporary employees	116	0	3	42	26	1	3	9	22	1	223
Grand total	17,376	61	43	1,400	3,325	18	36	349	2,325	12	24,945

Note: all numbers are for the year ended 31 December 2016.



MANAGING STAKEHOLDER EXPECTATIONS AND MAXIMISING COMMUNITY BENEFIT

At Amplats, our social licence to operate is the heart of our social management framework.

The mining industry faces growing demands for meaningful economic, social and environmental sustainability in operational areas. The challenge we face is advancing South Africa's mining industry amid growing – and often conflicting – expectations from a wide range of stakeholders.

The overarching solution in this complex operational context is finding a balance between meeting the diverse needs of our stakeholders while remaining productive and profitable. We acknowledge that we still have a long way to go in achieving this goal, but we continue to focus on meaningful engagement as the most important tool to bridge the gap between where we are and where we want to be.

OUR APPROACH TO MEANINGFUL ENGAGEMENT

We are committed to working with our stakeholders to understand their legitimate needs and concerns, and to integrate these into our business to create an organisation that is sustainable and shares the value generated. This requires us to stay abreast of the ever-changing landscape of relationships in our diverse group of stakeholders.

We believe building quality relationships rests on recognising key factors:

- A relationship is only sustainable if it provides benefits to both parties (sharing value)
- Clear, consistent communication is the operating framework in building and maintaining quality relationships.

A summary of key stakeholder engagements in 2016 is shown below, and detailed on page 35 and 36 of our integrated report.

The Anglo American social way

The Anglo American social way is the governing framework for social performance, of which stakeholder engagement is an integral part at Amplats. It sets out clear requirements to ensure systems are in place to:

- Engage with affected and interested stakeholders
- Avoid, prevent, mitigate and, where appropriate, remediate adverse social impacts
- Maximise development opportunities.

UNDERSTANDING OUR STAKEHOLDERS

Our business relies on a variety of stakeholders and they rely on us to meet certain needs. We use numerous ways of engaging with these stakeholders to understand their legitimate needs and communicate our goals, creating relationships of mutual benefit.

In 2016, we completed a major review of mapping our stakeholders to ensure we were aware of organisations and individuals with an interest in our operations. In consultation with existing stakeholders, this process involved identifying any other stakeholders and then consulting all parties (existing and new) to determine their interests in our operations, their links with other stakeholders and the preferred format and frequency of engagement. With this revision, we will be able to improve our future engagements.

Amplats	Our key stakeholders	Striving to meet needs
We want to create sustainable profit. This requires the following from our stakeholders:	Our stakeholders want sustainable benefit. This requires the following from Amplats:	We need to demonstrate our commitment to 'sharing value' to all our stakeholders. All our stakeholder interests are important to us, and we demonstrate our commitment by treating them with equal attention and resourcing for plans and strategic activities.
Continually supporting and engaging with shareholders, investors and analysts	<i>Our investors</i> Clear, transparent engagement and long-term value creation.	Our strategy is to create long-term value for our shareholders. We engage with shareholders, investors and analysts through annual results presentations, annual general meetings, individual meetings with investors, investor roadshows and site visits.

MANAGING STAKEHOLDER EXPECTATIONS AND MAXIMISING COMMUNITY BENEFIT continued

Amplats	Our key stakeholders	Striving to meet needs
Continued efforts of a productive and engaged workforce	<i>Our employees</i> Our employees want to work in a safe and healthy environment, assured of the security and increasing benefit of their employment.	<p>The mining industry in South Africa has faced several extreme periods of labour unrest over wages, affecting exports and causing concern among some investors.</p> <p>We are steadily introducing more modern equipment and machinery to enhance our work environments while improving operational efficiency. The flip side of this process is that certain jobs done by people before can now be done by machinery. Although this significantly benefits our people by protecting lives, it affects job security in certain categories. We try to mitigate this impact by upskilling our workforce to meet the needs of the modern mechanised mining industry.</p> <p>Complexities in the PGM industry also create an environment where it is difficult to meet our employees' needs. We have had to restructure our organisation to secure our sustainability, resulting in a number of jobs becoming redundant or impacted in some way. Prior to any action, we consult extensively with stakeholders in terms of section 189A of the Labour Relations Act. To mitigate the financial and emotional impact on affected employees, we offer voluntary severance packages and comprehensive support programmes, such as:</p> <ul style="list-style-type: none"> ▪ Psychological support (including trauma debriefing sessions, employee assistance programme) ▪ Career support (career assistance workshops) ▪ Financial support and workshops, including entrepreneurial support and workshops ▪ Academic support (own skills development at an accredited institution or bursary support for one dependant for one year) ▪ Healthcare support (for clinically indicated illness) ▪ Transitioning support (life coaching sessions).
Social licence to operate	<i>Our communities</i> Our communities expect sustained and fair distribution of social and economic benefit from our mines, especially employment; effective management of potential negative impacts; and meaningful engagement with us on matters relating to the mine and of concern or interest to them.	<p>Our social licence to operate (SLO) – the ongoing acceptance and approval of our operations by local communities and other stakeholders that can affect our profitability – is the heart of our social management framework and Anglo American's social strategy. The central tenet to the SLO model is trust, the confidence that our behaviour as a company matches the expectations of those communities and other stakeholders. Key means to establish trust are: the fair distribution of social and economic benefit from our mines, especially employment; effective management of potential negative impacts; and meaningful engagement with us on matters relating to the mine and of concern or interest to them. In late 2015 and early 2016, we worked on identifying better ways to deliver on these key elements of trust. We explored ways to improve our community equity participation model and access as well as involvement in our supply chain. We looked at how we could contribute more through strategic regional socio-economic and environmental development. We examined how we can better engage and involve our stakeholders, especially communities, in maximising opportunities relating to our mines. We analysed how we can better communicate with our stakeholders. Lastly, we reviewed our approach to risk and impact management throughout our supply chain; and managing community health, safety and security.</p> <p>Much work remains to turn this informed review into best practice, but we believe the foundation is there. We are committed to delivering on these value levers to increase levels of trust and improve our social licence to operate.</p>
A conducive legislative environment	<i>Government</i> The government seeks to enhance societal value by creating jobs and supporting the national development plan.	We aim to create and protect existing jobs as far as economically sustainable. We align our social and infrastructural investment projects with the national development plan and seek to continually collaborate with relevant government stakeholders on national goals.

MANAGING STAKEHOLDER EXPECTATIONS AND MAXIMISING COMMUNITY BENEFIT continued

OUR COMMUNITIES

The future of our business is linked with the future of local communities in areas where we operate. Investing in their wellbeing is an investment in the sustainability of our business. The question, therefore, is not whether we should invest, but what is the best form of investment? We strive to invest in our communities by creating sustained social and economic benefit during and beyond the life of a mine.

Our approach to creating sustained economic and social benefit

Inclusive stakeholder engagement underpins our approach to value creation and is integral to securing our social licence to operate. In 2016, there was significantly less community unrest around our operations, highlighting the importance of engaging proactively with our communities. We recognise more needs to be done to manage and build relationships, if we are to maintain the trust and acceptance of our stakeholders.

In striving for better stakeholder engagement, in 2015 we participated in a pilot project that provides real-time insight into community perceptions around our Mogalakwena Mine. The project used SMS technology for community perception surveys, and was developed with Australia's Commonwealth and Scientific Industrial Research Organisation, a pioneer in measuring social licence to operate.

During the project, over 1,800 community members across the four sites completed a baseline survey and then, using SMS, updated their views on each mine's progress against the key drivers of our social licence to operate. This provided valuable insight into our strengths and weaknesses, and supported the development of a strategic approach to maintaining and enhancing our social licence to operate.

The mine continues to engage with stakeholders to address issues raised in the survey. In addition, it developed and implemented the fieldworkers strategy, employing 70 fieldworkers from surrounding communities to conduct door-to-door engagement with residents and provide feedback and progress on pertinent issues.

These initiatives are helping to restore trusting relationships with our communities as they are openly communicating with the mine through their representatives and receiving first-hand information as individuals. The fieldworker strategy will be rolled out at Amandelbult and Rustenburg in the next year.

Understanding that each community is unique, we use our industry-leading socio-economic assessment toolbox (SEAT) which details how our operations affect each community. We can then engage more effectively, accountably and transparently.

Many of these programmes run in partnership with non-governmental organisations, communities and local governments. Our approach is informed by regulatory requirements such as the South African mining charter and our social and labour plans, and is implemented through a comprehensive set of social performance requirements detailed in the Anglo American social way.

Our social performance department works closely with our sustainability, supply chain and local procurement departments to promote socio-economic upliftment in communities close to our operations and in the areas from which we draw our labour.

We also aim to align our social and infrastructural investment projects with South Africa's national development plan. All our operations have functioning community engagement forums that meet at least quarterly. We continually monitor the quality of our engagement and the structures and communication channels in place, especially at community level, to ensure these are effective.

Our commitment to social development in Zimbabwe parallels our commitment in South Africa. At Unki Platinum Mine, our corporate social investment initiatives include sports, arts and culture, health and food security, and supporting vulnerable groups.

Distributing economic value

Our licence to operate depends on our ability to ensure our stakeholders participate in economic benefits generated by our operations, and that our activities leave our host governments and communities with a firm foundation for a sustainable future. The fact that we are a major mining company raises particular expectations.

Through our core activities – employing people, paying taxes to governments and procuring from host communities – we make our most significant contribution to the South African and Zimbabwean economies.

The value disbursed directly by Amplats in 2016 was R24 billion (2015: R14,562 million). Through the multiplier effect, the positive economic contribution of our operations extends significantly further.



MANAGING STAKEHOLDER EXPECTATIONS AND MAXIMISING COMMUNITY BENEFIT continued

To support our transformation goals, we have a number of empowerment transactions and joint ventures. One such initiative, project Alchemy, provides direct participation in Amplats by local communities and its progress is summarised below.

Alchemy: A sustainable future beyond mining, through mining

2011	<p>Amplats announced its commitment to concluding a ground-breaking R3.5 billion BBBEE ownership transaction, Alchemy, designed to promote long-term sustainable development through direct participation in Amplats by local communities around the Twickenham, Mogalakwena, Rustenburg and Amandelbult operations and key labour-sending areas.</p> <p>A holding trust, Lefa La Rona, was established to facilitate the formation of development trusts in host communities. At the end of 2011, Amplats put subscription shares into this inheritance trust as a conduit for development trusts in each of the four benefit areas and the Zenzele Itereleng non-profit company (NPC) in labour-sending areas.</p>
2013	In December, the Dikuno Tsa Sechaba Development Trust was established to serve host communities around our Tumela and Dishaba mines.
2014	Rustenburg Community Development Trust established in June.
2015	<p>In October, we launched the Bohwa Bja Rena Developmental Trust to serve communities around Twickenham project. The trust will be responsible for promoting sustainable community development in surrounding areas.</p> <p>A technical working group was established in consultation with the Twickenham community engagement forum, representing neighbouring communities, local government, community structures and nine traditional authorities. The working group is responsible for advising Amplats on the structure and operation of the trust and assisting in refining defined operating procedures to suit local circumstances. Through the recommendations and commitment of the working group, a guiding trust deed has been concluded.</p>
2016 Into the future	<p>The Ditholwana Tsa Rena Development Trust at Mogalakwena mine was completed in October 2016, being the last of the representative structures to be put in place as envisaged at the inception of the project. Since inception, the trusts have received R100 million in dividends and another R108 million in supplementary CSI funding from Anglo Platinum. To date the trusts have approved and delivered more than 20 projects in the communities with a key focus to fill the pipeline based on available funds. The following Foundation projects have been completed by the respective trusts:</p> <p>Dikuno: Thebang Children's home</p> <p>Zenzele: King Sebata Dalindyabo Municipality Maize Project; Umtata Child Abuse Resource Centre, Khululeka Community Education Project, The Mercy Ships Project, Retired Healthcare Project; Rural Education Access Programme; Donald Woods Foundation Project, Lesotho Water infrastructure Project. Axiom Education, Khululeka Community Education Development, Mercy Ships, Retired Healthcare Personnel Organisation, Rural Education Access Programme, Thembaletu Development NPC – Mohaleshoek Food Security and Umtata Child Abuse Resource Centre.</p> <p>Ditholwana: Bohlapa kolobo Primary School (mobile classrooms) and Mabuela Primary School (four classrooms renovated).</p> <p>Bohwa: Ntwampe School Project is in the initiation phase.</p>

Community development initiatives

In 2016, the pace of delivering on our social and labour plan (SLP) commitments normalised after accelerated investment last year to counter prior delays. In South Africa, Amplats invested R331 million (2015: R547 million) in community development, in line with mining charter requirements, and in Zimbabwe we spent R1.8 million (2015: R1.25 million).

Since 2010, we have initiated 114 projects related to our SLPs. By the end of 2016, we had completed 107 SLP projects, with another seven projects due for completion in 2017.

Some community concerns over procurement related to six of the SLP projects and resolution of these resulted in delays to project completion. Five of the remaining SLP projects will be completed in the first quarter of 2017. The Twickenham D road and electrification of two villages are under way.

Mine community development expenditure in South Africa in 2016 was allocated to the following projects:

Education and training	R46 million
Health and welfare	R12 million
Water and sanitation	R12 million
Institutional capacity development	R9 million
Community development	R241 million
Other	R17 million

MANAGING STAKEHOLDER EXPECTATIONS AND MAXIMISING COMMUNITY BENEFIT continued

PROMOTING AGRICULTURE-RELATED SUSTAINABLE LIVING IN COMMUNITIES – UNION

Amplats constructed and equipped a layer house at Sandfontein Village, just outside our Union joint venture. This forms part of the Sedimogang poultry farm, the organic pastured poultry operation in Union. On these plots, clusters of yurts or moveable pens filled with small flocks of chickens rest on fresh pasture. Through this project, Amplats has been raising pastured poultry for just over two years. The farm's success reflects the hard work, resourcefulness and determination of the cooperative members, mainly women who refused to give up when facing challenges.

To date, two layer houses have been constructed, with feed and 2,700 layers bought in two tranches. The farm sold older chickens, and brought in 2,500 healthy chicks. To reduce the chances of infections and maximise produce, the company also fumigated the chicken house; installed a new generator and solar lights to increase the number of eggs laid by the chickens. A container was acquired from which members sell eggs.

Members have been trained on chicken and egg production, and the necessary bio-security to keep chickens healthy. Community members were also trained on egg laying, chicken feeding, and chicken-house maintenance. Ongoing mentorship and training has been designed to empower cooperative members in their first phase of development.

To date, R4 million has been spent on this project, helping community members to create jobs. The cooperative will own and manage the project, with full support from the Moses Kotane municipality. This means that small and marginal farmers, and even agricultural labourers, can start farming on a small scale. While chickens will start laying eggs in eight to 10 weeks, broilers can be sold after six weeks when they have reached a weight of 1.25kg. This means a rapid return on investment for participants.



Some of our community development focus areas

Focus area	Progress
Health and welfare Our investment in healthcare reflects our desire to address the more immediate needs of our communities, ensuring they have access to healthcare facilities that protect their right to live healthy lives.	We also fund the development of healthcare facilities in the communities in which we operate. <ul style="list-style-type: none"> ▪ North West province We built a clinic in Sefikile village adjacent to the Union JV mine, and the Seraleng clinic in Rustenburg was completed in 2016 for handover to the department of health. ▪ Limpopo province Under an agreement with the Department of Health in Limpopo we are constructing three clinics – Sekuruwe, Naledi and MaSeven. The department confirmed this was one of its first major partnerships with the private sector. In addition, the Amandelbult Mine bought furniture and equipment for the Schilpadnest Clinic totalling R5 million in Thabazimbi municipality, due for completion in 2017.
Education and training We invest in education, understanding it is the most effective way of reducing poverty and making a sustainable difference in the lives of our communities.	We invest in youth development and education programmes in communities near our mines that contribute to developing non-mining portable skills at community level. In addition, engineering learnerships were provided to 70 community members and 42 attended hospitality learnerships in 2016. <ul style="list-style-type: none"> ▪ Union Mine In the surrounding areas, we have completed several projects to an estimated value of R7.8 million. One of the projects in this municipality included the construction and renovation of four schools in communities surrounding our Union Mine in North West province for R7.7 million, benefiting Segale School, Phadi High School, Kgabutle High School and Mokgalwana Primary School. Each of these schools will benefit an estimated 300 households. During construction, a number of direct and indirect job opportunities, as well as local small enterprises were created, further benefiting the local communities. ▪ Amandelbult complex The complex rolled out an intervention programme to local youth in the Thabazimbi and Moses Kotane local municipalities. This brought youth together from these communities to initiate a conversation on key issues they faced which included unemployment, information dissemination on existing opportunities and enterprise development. In 2016, 12 summits were held.

MANAGING STAKEHOLDER EXPECTATIONS AND MAXIMISING COMMUNITY BENEFIT continued

Focus area	Progress
Education and training continued	<ul style="list-style-type: none"> ▪ Rustenburg Platinum Mine projects In Rustenburg municipality, Amplats has completed projects to an estimated value of R47 million, including: <ul style="list-style-type: none"> – Manthe School: rebuilt at a cost of R25 million, accommodating 474 learners. The construction process created 83 temporary jobs. The school is in Taung, as one of the labour-sending areas to our mines – Bakwena School: a science lab was built at a cost of R8.4 million with an additional two classrooms, two offices, and renovation of an administration block. Some 560 learners will benefit from the science laboratory, and 14 temporary jobs were created in the construction phase. ▪ Limpopo province Twickenham project has committed to build and upgrade four schools. Setlamorago and Moseki have now been completed with Mpetje and Mogale-wa-Bagale schools due for completion in 2016. In 2015, R20 million was spent on school infrastructure in Twickenham.
Agriculture and environment An area of the economy that offers significant employment opportunities and livelihood resilience is agriculture. Our agricultural projects seek to support farmers in launching new agricultural businesses on their own or communal land.	<p>We invested R18 million in agriculture in North West province. Four farms are being supported, including Phatsima farm in Rustenburg. These farms, managed by four different cooperatives, have created 46 permanent and 92 temporary jobs. The Rustenburg and Moses Kotane municipalities, together with Bakgatla-ba-Kgafela, have been central to the establishment and management of these farms.</p> <p>Mogalakwena Mine sponsors and supports 20 eco-schools in the area. The mine's Groenfontein farm and training centre offers courses in permaculture and cattle management to communities surrounding the operation. For the youth, it offers a sustainable development course linked to the international eco-schools programme. In 2016, our Mogalakwena operation trained 95 local entrepreneurs through its supply chain. Mogalakwena Mine's highly successful Groenfontein community farm and training centre have been developed into an agri-ecological incubator to support agricultural and sustainable development projects in neighbouring communities. The aims of the project are to demonstrate that:</p> <ul style="list-style-type: none"> ▪ New business models, founded on the principles of sustainable community farming, can operate profitably ▪ Primary production integrated into value chains can create a second economy, driving sustainable wealth and new employment for local communities within the mine's zone of influence. <p>This leading community empowerment project has been extended to Twickenham, and currently comprises seven SLP projects. In addition to the incubator projects, two farms around Der Brochen were developed for the St George and Kalkfontein communities. The Amandelbult farm is progressing well, and now employs 15 cooperative members who supply vegetables to the local market. R8.4 million was invested in agriculture in Limpopo.</p> <p>We are investing directly, and through our platinum group metals development fund, in developing a local fuel-cell industry. This is intended to support job creation and provide clean, reliable power for South Africa, and will also support the government's drive for more effective in-country beneficiation of South Africa's mineral resources.</p>
Enterprise development Enterprise development takes place through various programmes and in conjunction with our supply chain team. We also draw on Zimele, the Anglo American-wide enterprise development and investment initiative. Zimele acts as a catalyst for emerging black businesses in South Africa, supporting commercially viable small and medium enterprises by providing skills training and funding.	<p>Our initiatives to support localised procurement and supplier development contribute to skills development, create jobs and support emerging businesses. Our enterprise development programmes are designed to build resilience in host communities and a more robust and competitive supply chain for Anglo American. For more information on how we are transforming our supply chain, see page 23.</p> <p>Businesses supported in 2016 include:</p> <ul style="list-style-type: none"> ▪ Tiholo Mining Industrial Proprietary Limited – importing and supplying Debstoko safety material/equipment and other PPE = R974,515 ▪ Pick and Go CC – importing and assembling of snatch blocks = R2,100,000 ▪ XL Education Proprietary Limited – hosting of summer/winter schools for Grade 12 learners = R6,350,645 ▪ Minthiro Business Enterprise CC – construction of clinic at Mogalakwena = R3,054,546 ▪ Mamothebele Trading CC – three-year contract for domestic waste management at Mogalakwena Mine = R2,766,384 ▪ Papanyana Development CC – supply of yellow plant and plant cleaning at Mogalakwena Mine = R4,514,093 ▪ Moagi Civil and Building Construction CC – building maintenance and refurbishment of winder house at Thembelani and Khuseleka = R1,953,198 ▪ Gagasi Consulting Proprietary Limited – underground construction and palisade fencing at Khuseleka = R3,072,030.

MANAGING STAKEHOLDER EXPECTATIONS AND MAXIMISING COMMUNITY BENEFIT continued

Focus area	Progress
Infrastructure (including roads, housing and water and sanitation) A key feature of our SLPs in South Africa is a commitment to infrastructure development. We aim to ensure our operations' infrastructure projects complement the integrated development plans (IDPs) and priorities of local municipalities.	<p>Working with partners to provide infrastructure that can be used during and after mining activities is important in creating sustainable value for our host communities. Our mines are often in areas that are underdeveloped and remote, where we can share infrastructure – such as roads, health facilities and water, with local communities.</p> <p>In 2016, we finalised the agreement with the Road Agency Limpopo and Department of Public Works to construct a 20km D road at Twickenham. Amplats will contribute R47 million to the project, which is expected to create over 100 local jobs. The Road Agency has appointed a local contractor to begin construction. In addition, the mine completed another 2km road in Twickenham.</p> <p>The Amandelbult complex has invested in a number of water-provision and sanitation initiatives to meet critical needs (especially in dry months) and raise communities' living standards. The mine has also installed solar-power units and high-mast lights in specific areas to make daily life easier and safer for community members. Equally, replacing dilapidated toilets means greater hygiene and convenience for Schilpadnest communities, and restored dignity. The mine invested in a mobile wastewater treatment plant, water-purification plant, a waste-disposal unit and water tanker to bring clean water to the community. These plants are maintained by the mine and will be handed over to the Thabazimbi municipality once it has made the necessary financial allocations.</p>
Institutional capacity building Our capacity development activities focus on facilitating productive employment, strengthening skills, competencies and the abilities of our employees and community members to promote robust, self-sufficient local economies long after the Life of Mine.	<p>In 2016, we invested R9 million (2015: R39 million) in institutional capacity development:</p> <ul style="list-style-type: none"> ▪ We are engaged in public-private partnerships with the Development Bank of Southern Africa (DBSA) to support capacity building and service delivery in host municipalities ▪ We also engaged DBSA to develop and deliver leadership and governance training for 540 members of traditional councils on 29 sites where we operate. A total of R20 million is to be invested in the project over five years (2014 to 2018). <p>Two years ago, we introduced our municipal capacity development programme aimed at advancing government's development agenda for our country's municipalities. As part of this programme, municipal capability has been enhanced by developing and implementing procedures to improve billing systems and controls, and reduce electricity and water distribution losses. The programme also addressed municipal infrastructure plans, asset registers and coordination of sector policies, and provided technical support to establish infrastructural needs to enhance basic service delivery.</p> <p>Revenue enhancement, including data cleansing, billing systems, and water and electricity loss reduction have been among the main focus areas of this programme. There has also been comprehensive infrastructure planning and focused operations and maintenance, including replacing water and electricity meters. In addition, the programme has a strong emphasis on improving internal communications and modifying, reinvigorating and upskilling personnel behaviour. To date, the majority of the projects in this initiative are 95% complete.</p> <p>We continue to support the work of the premier's employment and growth advisory council in Limpopo in conjunction with our partners, through detailed needs analysis and, where necessary, resource support. For instance, at the Greater Tubatse municipality, based on the needs identified, there are three resources available to the municipality: an engineer, a financial resource and an administrator. We are considering options to support the council further by ensuring skills transfers and capacity building at Tubatse and the two other municipalities we support.</p>
Sports, arts, culture and heritage Protecting culture and heritage is important to our host communities. As such, our social performance framework explicitly focuses on culture and heritage, and our CSI programmes support activities that maintain and build social identity and cultural heritage.	<p>In 2016, we handed over the Sefikile community centre, which comprises an 800-seater hall, sports centre, computer centre and library. During construction, 42 temporary jobs were created. The centre accommodates business, recreational, cultural and youth activities such as weddings and other community events and is used as pay point for pensioners. We invested R27 million in this project.</p> <p>To build sports in our communities, Mogalakwena Mine held soccer tournaments involving 36 villages and aimed at the youth. The finals were held at the Mogalakwena Mine sports field, specially developed for use by the community. The mine spent R5.4 million to build this five-in-one sports facility. Over 3,000 community members attended the tournament, reflecting the fact that sport remains a unifier for these communities. We also spent R5.8 million to build soccer fields in four schools in Rustenburg, in line with national development requirements.</p>
Community trusts (including Alchemy) Alchemy is our R3.5 billion broad-based black economic empowerment ownership programme established in 2011. It is designed to promote long-term sustainable development in our host communities and key labour-sending areas, which were at the time not benefiting from our other black economic empowerment (BEE) programmes.	<p>Community trusts are an important means to support community development initiatives. In 2015, the Zenzele Itereleng NPC and two local development trusts (Amandelbult and Rustenburg) were recognised as public benefit organisations by SARS and the Twickenham development trust was established. The Mogalakwena trust was established in early 2016.</p> <p>Project identification and implementation is progressing well and 70% of funds received to date have been approved for projects. Of the R69 million in approved funds, R22 million was disbursed by the end of 2015.</p>

MANAGING STAKEHOLDER EXPECTATIONS AND MAXIMISING COMMUNITY BENEFIT continued

Focus area	Progress			
Chairman's fund The Anglo American chairman's fund is one of the dedicated instruments through which Amplats channels its CSI spend.	In the Eastern Cape in 2016, the chairman's fund invested over R5.2 million in 12 organisations.			
	Project	Total pledged	Sector	Subsector
	Axiom Education – teacher development 2016 project AAC	R200,000.00	Education	Maths, science and language
	GADRA Educational Welfare – quality public schooling Grahamstown district 2016 project AAC	R300,000.00	Education	Maths, science and language
	Ubuntu Education Fund – Ubuntu HIV/Aids management and care 2016 project AAC	R1,500,000.00	Health	HIV/Aids prevention
	Port Elizabeth Mental Health – children's home and community-based care services 2016 project AAC	R260,000.00	Sustainable community development	Community development
	St Mary's Development and Care Centre – child care development and enrichment 2016 project AAC	R100,000.00	Sustainable community development	Community development
	Ubunye Foundation Trust pka Angus Gills Charitable Trust – resilient rural families 2016 project AAC	R400,000.00	Sustainable community development	Community development
	Wilderness Foundation – youth development 2016 project AAC	R300,000.00	Sustainable community development	Community development
	President's Award for Youth Empowerment – president's awards 2016 project AAC	R350,000.00	Sustainable community development	Community development
	Wild Coast Farm and Forest Organisation – promotion of sustainable agriculture and resource management 2016 project AAC	R400,000.00	Sustainable community development	Livelihoods
	SA College for Tourism – SACT hospitality training and deployment 2016 project AAC	R350,000.00	Sustainable community development	Livelihoods
	Eastern Province Child and Youth Care Centre – operational expenses 2016 project AAC	R300,000.00	Sustainable community development	Welfare support
	AAC Maths Chairs – FRF maths chairs programme Eastern Cape 2016 project AAC	R750,000.00	Thought leadership	Policy and advocacy
		R5,210,000.00	Total	

Responding to community concerns and impacts

We believe our first duty to all is to behave in a way that respects the human rights of employees, host communities and business partners. Beyond initiatives to benefit our host communities, we aim to respond promptly to any negative impacts we may cause. Where there has been physical resettlement of people or heritage sites, such as relocating graves, we continue to ensure the impact is minimal.

Community complaints and incidents

Responding effectively to community complaints and expectations underpins good relations. Community expectations and the lack of development in some of our neighbouring communities pose challenges for those operations, as demands on the mines to provide basic services and employment spiral.

In 2016, 23 community complaints were submitted through formal procedures at our operations. Most related to employment, procurement opportunities and environmental impacts. All were assessed and complaints kept informed throughout the grievance and complaints process. We seek to resolve all complaints as quickly as possible.

During the year, incidents of community discontent included demonstrations at the Mogalakwena and Amandelbult mines and Twickenham project. We seek to resolve grievances through effective engagement with community leadership.

Resettlements and improving access

During the development phase of our mines, we plan and design projects to avoid or minimise resettlement. Our standards, which align with Anglo American, stipulate that all resettlements must at least meet

MANAGING STAKEHOLDER EXPECTATIONS AND MAXIMISING COMMUNITY BENEFIT continued

the requirements of the International Finance Corporate (IFC) performance standard on land acquisition and involuntary resettlement, and must demonstrably improve the livelihoods of resettled people. In accordance with the IFC standard, each resettlement must also be planned and implemented in a participatory manner.

In 2016 we completed a human rights due diligence exercise with all our mines, supported by the Shift Group, the leading centre of expertise on the UN guiding principles on business and human rights.

This intensive exercise saw the Shift team conduct training on human rights with mine management teams to build the required capacity to conduct their own due diligence exercises. Subsequent site-specific assessments identified appropriate controls to ensure identified due diligence risks are managed.

RESPECTING HUMAN RIGHTS

Our first duty is to behave in a way that respects the human rights of employees, host communities and business partners. Human rights' requirements are integrated into the Anglo social way, and in all other relevant policies, systems and tools throughout the business. We do not tolerate any form of unfair discrimination, inhumane treatment, forced labour, child labour, harassment or intimidation in the workplace. It is a matter of principle for us that people have the right to freedom of association. We have incorporated these principles into our code of ethics and business principles, which applies to all our operations in South Africa and Zimbabwe.

In 2015, as part of the Anglo American group human rights due diligence initiative, we undertook a risk and impact identification and prioritisation process at our Twickenham project and Mogalakwena Mine. This has informed the development and implementation of mitigation measures across the company.

Security and human rights

We have long supported voluntary principles on security and human rights. Security-related human rights issues in South Africa and Zimbabwe have heightened our concern on risks and potential impacts at our operations and in the broader community.

A standalone human rights policy, aligned with the 'protect, respect and remedy' framework in the United Nations guiding principles on business and human rights, was implemented across our operations in 2015.



GOVERNMENT

Effective, constructive and open engagement with government at all levels is essential to unlocking value. We have a responsibility to understand the expectations of government and to be clear about what we, as a company, need to do to succeed. We also believe that, in turn, governments have a responsibility to listen to aspects affecting our business, engage with us and create an environment in which our industry can make a positive long-term difference to the countries in which we operate.

Many of our social projects can only be successful if we engage with government and align our projects to its broader goals for the country.

Maintaining effective relations with government

Amplats engages constructively with the South African government at all levels, both directly and through industry representative bodies such as the Chamber of Mines. Key issues include:

- Financial state of the platinum sector
- Compliance with our mining licence and related requirements
- Labour relations and safety
- Contribution to national developmental priorities such as job creation, skills development, public health, and economic and socio-political transformation in South Africa
- BBBEE legislation
- Taxation policy, including royalties and carbon taxes
- Company developments, including strategy and repositioning.

During the year, we strengthened relations with the South African government through proactive and transparent engagement and by encouraging joint ventures and collaborative efforts for social upliftment. Our key partnership in 2016 was with the Road Agency Limpopo and Department of Public Works to build road infrastructure in Twickenham. We contributed R40 million to the project and the Limpopo government contributed over R100 million.

We support the principles of the Extractive Industries Transparency Initiative on disclosure of payments. In 2016, R3.4 billion was paid to the South African government as taxes (2015: R3.6 billion); and US\$15.6 million to the Zimbabwean government (2015: US\$15.5 million)*. We do not support any political party and make no political donations.

In Zimbabwe, we face uncertainty on indigenisation. We therefore maintain regular contact with government officials, ensure full legal and regulatory compliance in a changing environment, and invest in community and social development initiatives.

Partnering to align goals

South Africa is a well-developed mining jurisdiction, with comprehensive legislation. We work with government stakeholders to ensure regulatory and legislative developments are balanced and promote long-term investment and industry competitiveness in the international marketplace.

We continue to partner with government in contributing to the goals of the national development plan (NDP) and support the deputy president's framework agreement for a sustainable mining industry.

* The 2015 figure has been restated to be in line with the UK and EU directives for reporting payments to governments.

MANAGING STAKEHOLDER EXPECTATIONS AND MAXIMISING COMMUNITY BENEFIT continued

We work with the integrated development plans of government at provincial and local level. As it remains challenging to align our projects to maximise benefits for intended recipients, we focus on working across departments internally and aligning projects across multiple government departments.

Specific issues we are engaging on include providing input, through the Chamber of Mines, into the third mining charter, amendments to the Mineral and Petroleum Resources Development Act and proposed carbon taxes in South Africa.

Thabazimbi municipality rates and taxes

In 2015 Thabazimbi municipality during its budget for the new financial year proposed tax and rates increases on mining company-related property 15,000% higher than those in the 2014/2015 financial year. Following objections being raised with the municipality by the mining companies an interim arrangement was reached and subsequently a revised rate was agreed.

Shareholders

Our strategy is designed to create long-term value for our shareholders. We engage with all key shareholders, potential investors and analysts on key financial and strategic releases, to ensure they understand our performance. In addition, we adhere to the JSE Listings Requirements, and release all necessary updates and information on the Securities Exchange News Service (SENS) of South Africa to ensure the wider market has access to key information on the company.

Transforming our supply chain

We believe we make a valuable contribution to our country's transformation journey by supporting local and BEE-compliant businesses through preferential procurement, promoting supplier development and enterprise development.

Although the mining charter's reporting period ended in 2015, we continue to report against its objectives until the next mining charter is enacted. Our programme of empowering local and BEE companies continues as part of the Amplats business process. We have sharpened our focus creating on sustainable local businesses. Two years ago, a local procurement toolkit was launched across Anglo American operations, and in 2015, our supply chain department has sought to embed its use in making procurement decisions at Amplats.

We recognise the importance of transforming the supply chain and local procurement. Managing expectations and increasing transparency of our procurement processes is vital to our success as a business, and we continue to explore means to ensure expectations are managed with care while doing all we can to maximise local procurement while maintaining our required standards.

Creating a transparent environment

Options to create visible procurement opportunities are under way. These range from community notice boards, communicating to business forums and developing supplier portals. Multiple channels are continually being explored to broaden the accessibility of opportunities to the local supplier base.

Supporting our suppliers

To support our aggressive transformation programme, we have met with our supplier base to discuss unbundling contracts. This process has to date been extremely successful. Many large suppliers have partnered with smaller businesses to transfer skills and knowledge, and build capacity in smaller communities.

Through Anglo Zimele, suppliers can obtain loans from us at preferential rates. Zimele was established in 1989 to support small and medium enterprises (SMEs) through funding and mentorship in 2016.

101 TRANSACTIONS APPROVED (2015: 93)

COMPANIES RECEIVED

R47.76 million

IN FUNDING (2015: R52.32 million)

CREATION OF

599 NEW JOBS (2015: 1,012)

SUSTAINED

434 EXISTING JOBS (2015: 796)

We focus on creating a sustainable local supply base. One of our key drivers is to ensure these local companies are equipped to execute projects successfully. We therefore focus on meeting the needs of each company through training modules in technical and business skills; matching the capabilities of local suppliers with opportunities; and identifying funding opportunities through Anglo Zimele.

Responsible sourcing

We strive to uphold fundamental labour and human rights practices in our operations and our supplier partners. We ensure there is no compromise on quality, delivery, service, safety, health and environmental performance or any technical requirements when promoting preferential procurement practices.

Responsible sourcing is not just a means to ensure supplier compliance with legal requirements, but a fundamental supplier development activity. Through a holistic approach to these principles, we are able to guide small businesses to compete in line with global best practice while creating a robust supply chain.

For more information on our progress against the mining charter, please refer to page 35.



MANAGING RESOURCE AVAILABILITY AND ENVIRONMENTAL PERFORMANCE

OUR APPROACH TO ENVIRONMENTAL STEWARDSHIP

Our vision is to minimise harm and protect the environment by designing, operating, rehabilitating and closing all our operations in a responsible manner that prevents pollution and other environmental impacts. We are committed to minimising our impact on the natural world by integrating environmental considerations through research, planning and responsible management. Key environmental indicators are on page 139 of our integrated report.

Based on our code of conduct, we aspire to:

- Adhere to legal requirements and Anglo American's standards
- Use natural resources, including water and energy, sparingly in recognition of the needs of others with whom we share these resources, as well as the economic benefits to our business
- Not accept that mining should compromise the wellbeing of communities who depend on services provided by ecosystems and their components: water, soil, nutrients and organisms
- Understand our potential biodiversity impacts and to avoid, minimise and, where necessary, offset any material biodiversity impacts
- Work in partnership and consultation with all relevant stakeholders to help address the causes and impacts of climate change
- Create innovative partnerships that generate net socio-environmental benefits.

Engaging with our communities and partners – both national and international – to reduce pollution, and improve waste and resource use remains a priority. Locally we are actively engaging with our communities and municipalities on aspects such as offset projects on emissions and biodiversity. Other initiatives involve collaborating with the Chamber of Mines that extends locally (mine residue dump studies; influencing rehabilitation/closure policies) and globally (GHGs, PCBs or polychlorinated biphenyls, international conventions). Further examples of ongoing collaboration include:

- Initial meetings with the World Wildlife Fund for Nature to understand possible areas of collaboration to promote conservation/sustainable development, especially for communities close to mining areas
- Agreements reached with Birdlife SA for assistance with updating biodiversity action plans on avifauna for specific operations close to important birding areas
- Mogalakwena Mine has signed a memorandum of understanding with the Recycling and Economic Development Initiative of South Africa (Redisa) to remediate waste tyres and historical stockpiles in a pilot project. After some delays, the team is ready to start recycling around 1,500 used tyres in 2017
- The Mogalakwena incubator continues to develop and implement sustainable projects in surrounding communities. As this gains momentum and projects are successfully implemented, there is an opportunity to expand the incubator to other operations, such as Twickenham and Amandelbult.

Adherence¹ and certification

In 2016, we reviewed the continuation of ISO 14001:2004 certification of environmental management systems (EMSs) at our managed operations. In February, our exco decided that:

- Operations responsible for product delivery and complying to external requirements remain certified – Rustenburg Base Metals Refinery (RBMR) and Precious Metals Refinery (PMR)

¹ Adherence refers to meeting our stated commitments ahead of any compliance deadline or assessment.

- We continued our second-party system reviews in 2016, ensuring systems remain fully functional during the transitional phase
- We form part of the Anglo American review of safety, health and environment (SHE) management systems and intend to be recertified as part of the transition requirements against the new ISO 14001:2015 standard by September 2018.

Following this decision, the ISO 14001:2004 certificates of all managed operations were suspended in 2016, except RBMR and PMR. These refineries were both recertified in 2016 and will begin realigning their ISO 14001:2004 EMSs to the new ISO14001:2015 standard. We plan to complete a gap analysis at all managed operations in 2017, followed by certification against the new ISO 14001:2015 standard in 2018. This does not apply to our joint ventures or project partners.

Depending on legal authorisations, our environmental performance assessments are conducted annually (or biannually) against commitments in our environmental management programme reports (EMPRs) as required by legislation (Minerals and Petroleum Resources Development Act (MPRDA) regulation 55(3)). The mining operations (including concentrators – previously reported under process operations) complied with 88.5% while our process operations (smelters and refineries) complied with 96.8% of the commitments. In both cases, the remaining findings are en route to compliance or not yet applicable. All these commitments are being centralised on a new electronic management system to support continuous improvement towards compliance.

To assess ongoing legal compliance with conditions in approved environmental authorisations (ie EMPRs, environmental impact assessments, water use licences and others), Amplats follows an annual internal review/audit process. These legal reviews/audits are done by the risk and assurance team (supported by environmental managers), which is independent to the operations. To drive compliance and awareness at our operations, the results of legal reviews are reflected in one of the following ways:

- **Finding:** indicates progress on actions that are less than 100% complete. A finding implies that action plans have either not been adhered to (resulting in non-compliance to condition) or have not been fully effected at the time of the review/audit, ie revegetating a tailings dam that happens over the life of the concentrator operation. Therefore, a finding does not necessarily constitute legal non-compliance
- **Compliant or full adherence:** each operation reviewed was identified as compliant or fully adherent if required actions were 100% complete
- **Not applicable:** refers to all remaining legal conditions (not defined as a finding or compliant) that are still due in future, ie decommission and closure phases.

The findings and related plans from internal reviews/audits are managed through an action manager as part of the EMS. All reviewed findings are also discussed with senior management at each operation and key findings are reported continuously to our exco and operations committee.

Our operations continually engage the authorities on relevant legislation to ensure the necessary environmental authorisations are obtained or renewed to ensure responsible management of our environmental impacts.

MANAGING RESOURCE AVAILABILITY AND ENVIRONMENTAL PERFORMANCE continued

Our right to operate is directly related to legislation and our environmental authorisations under relevant sections of:

- The MPRDA (environmental management programme report)
- NEMA (environmental impact assessments, basic assessments and air emission licence)
- NWA (water use licence).

Each authorisation contains other pieces of legislation considered part of the authorisation process. In December 2014, the Minister of Environmental Affairs published regulations on environmental impact assessments (the EIA regulations) and regulations listing activities that may not be conducted without an environmental authorisation (listing notices). The EIA regulations were aimed at creating the so-called One Environmental System. These and relevant amendments to the MPRDA and NEMA fundamentally change the way environmental approvals for prospecting, exploration, production, mining projects (prospecting and mining projects) will be managed.

During the year, no fines or non-monetary sanctions for non-compliance with environmental regulations, licences or permits were imposed by authorities on any of our managed operations in South Africa or Zimbabwe.

Incident management

We have an established incident and non-conformity procedure to manage reporting, reviewing and remediating environmental impacts from incidents or substandard acts and conditions. We use a five-tiered scale to report on the impact of an environmental incident (an unplanned/unwanted event that affects the environment). Level 1 and 2 incidents are minor and only those classified as level 3 and above (significant incidents) are reported publicly.

All incidents are investigated internally, and steps taken to remediate negative impacts and prevent repeat incidents that could lead to legal action or environmental fines. Reporting and managing substandard acts and conditions is an important leading performance indicator and assists us to be more proactive about potential incidents. Incident trends are tracked to monitor performance and progress.

In 2016, no significant environmental incidents (level 3 and up) were recorded (2015: nil). However, 23 community complaints were received about our environmental impacts. The majority (14) related to emissions at the acid converter plant in Rustenburg, while other operations reported isolated incidents concerning water, animals, etc. Each complaint was investigated and feedback provided to the complainants, with remedial action taken where required.

Environmental expenditure and provisions

Environmental expenditure for our managed operations in 2016 was:

- R24.6 million for waste disposal, emissions treatment and remediation (2015: R38.7 million)
- R72.0 million for preventing pollution and environmental management (2015: R90.3 million).

Total environmental expenditure of R96.6 million was R32.2 million lower than 2015, reflecting divestments, cost savings, reduced water/energy use and operations now on care-and-maintenance.

This excludes the costs of non-product output as defined in the International Federation of Accountants' guidance document on environmental management accounting.

USING WATER RESPONSIBLY

Without water, we cannot run our mining, processing or refining operations. To maintain our licence to operate, we cannot degrade water quality, or compromise other users' right of access to this precious and finite commodity.

Given the drought in South Africa, exacerbated by the El Niño weather effect and many of our mines being in water-stressed areas, access to water is both a concern and challenge for Amplats.

Our approach to water stewardship

Our 10-year water strategy, launched in 2010, is aligned with that of Anglo American and reflects our aim to be a leader in water stewardship by committing to:

- Making our operations water-resilient
- Investing in water treatment and relevant technological innovation
- Building water infrastructure for mutual benefit
- Partnering proactively with key stakeholders.

We continually strive to manage our water use to avoid competing with other users for the same resource, and to maintain the environmental reserve. Our approach aims to prevent material impacts on the environment, downstream ecosystems and food security.

As part of our commitment to reducing our water demands, we aim for zero consumption of potable water in process operations, excluding our domestic use demand.

To minimise our impact on water resources and achieve no long-term net harm, we strive to:

- Establish new water resources and secure alternative resources for mutual benefit
- Identify and secure post-consumer domestic effluent for use as industrial-grade water
- Use water resources efficiently by adopting our waste hierarchy principles of reduce, reuse and recycle
- Achieve water-use targets
- Protect water resources by managing water quality in our operations.

Progress is driven through our water management programme, supported by the mandatory Anglo American standard and delivered through operational action plans. Each operation is working towards a 2020 water-reduction target using our water-efficiency target tool (WETT), which forecasts business-as-usual demand of individual operations and registers water-saving projects. Operational targets are aggregated at business-unit level, and included in the performance contracts of the chief executive officer and other executives.

In 2016, Amplats again met its internal WETT target of 39,449 million cubic metres (Mm³), with actual water consumption figure of 32.687Mm³. Consumption data for the divested Rustenburg operations was excluded for November and December 2016.

MANAGING RESOURCE AVAILABILITY AND ENVIRONMENTAL PERFORMANCE continued

All managed operations have water use licences. We are engaging with the Department of Water and Sanitation (DWS) to review some licence conditions, which could become a risk if left unattended.

Amendments to NEMA regulations in 2015 on water and waste management, and regulatory interpretations, could have cost implications for our business. We have collectively engaged the DWS through Anglo American and the Chamber of Mines to find a workable solution using a risk-based approach.

In line with our commitment to transparent performance, we again participated in the annual water disclosure project of the National Business Initiative. Of over 2,500 companies asked to disclose performance, Amplats was one of 24 to achieve an A score (for which criteria included a score of over 75% in leadership, not reporting any significant exclusions in emissions, and with at least 70% of its scope 1 and scope 2 emissions verified by a third party using an accepted standard). Our submission is available at www.cdproject.net.

Securing water supply

Assessing water security considers the water needs and availability of each facility to inform our growth strategy. Our evaluation of the impact of water on our strategy is embedded across our risk assessment process that includes water volume, quality and supplier risk considerations. This feeds into a business plan developed for each region, over a 40 to 50-year period. The business plan considers predicted water demand requirements by all other water users and potential supply. The overall business strategy is reviewed once a year. The production portfolio is evaluated in conjunction with the availability of resources. After that, budgetary constraints are assessed and specific water targets set for each operation.

Given the growing water-security risks faced by the business, we assessed our long-term water operating plan against available supplies and developed a water strategy to establish new water sources and augment current supplies with post-consumer treated waste water. This will allow us to grow our existing operations sustainably without compromising water to our neighbouring communities. In addition, each operation works towards a 2020 water-reduction target that was determined in 2011 using our water-efficiency target tool (WETT), which forecasts the projected business-as-usual demand of individual operations and registers water-saving projects.

The Olifants River water resources development project (ORWRDP), which includes constructing De Hoop Dam and associated distribution components, underpins the Eastern Limb water-supply strategy. This sectoral partnership will meet mining-sector requirements and provide water to local people, agriculture and industry. Renewed negotiations with the DWS to reconfigure the scheme began two years ago, and Amplats submitted a further letter of commitment to DWS, giving its support in principle to the project and secure access to water in future phases. Appreciating that the ORWRDP is in phases, DWS is directly implementing phases 2D, E, F with construction scheduled to begin in early 2017. DWS has gazetted the disestablishment of Lebalelo Water Users Association and

directed Lepelle Northern Water to be the water service provider. In consultation with DWS, the mining sector applied for water-use allocations from the scheme in 2016. The execution of phase 2B is still to be decided.

Water supply to the Rustenburg and Thabazimbi circles has been a concern for several years, given rising demand for potable water by other users and water-supply disruptions at our Rustenburg, Union and Amandelbult complexes.

As part of our strategy, Amplats is assisting in various water-catchment and water-demand management interventions to reduce water losses. Our infrastructure and operational personnel are engaging with municipalities, offering financial support and technical expertise to optimise water-supply management. These range from studies to identify additional water sources at Thabazimbi to meter installation and water-supply optimisation at Rustenburg.

Drought conditions across southern Africa have affected Amplats' operations. Through a network system of monitoring source-water supplies, consulting service providers and specific water-conservation actions, we have mitigated the impacts of the drought. In addition, formal restrictions were imposed by DWS on the Vaal and Limpopo catchment management areas, and we have responded accordingly.

We are also participating in key water-related forums, such as the South Africa strategic water partners network, which aims to address the country's water shortages.

Managing our water consumption

Our total new-water consumption (primary plus non-primary) decreased from 33.19Mm³ in 2015 to 32.69Mm³ in 2016 on lower production and the sale of Rustenburg mines and concentrators. By the end of the period, we had achieved a 17.1% water saving against our projected use of 39.45Mm³.

Water-consumed intensity is total water used against production output, comprising:

- Potable water from external sources
- Non-potable water from an external source
- Surface water
- Groundwater
- Second-class water
- Rainfall harvested and used as new water.

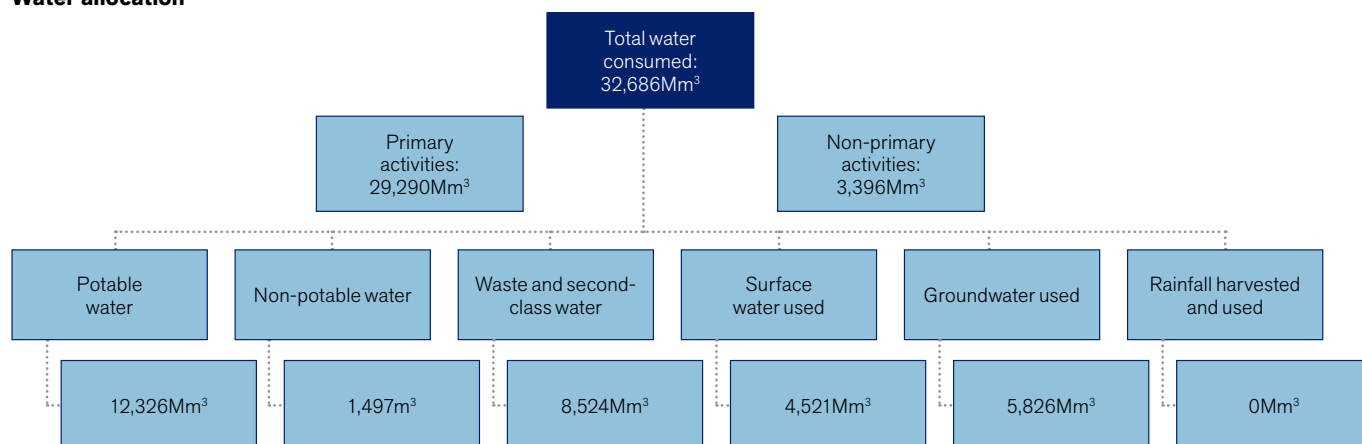
Water-use intensity for primary activities is measured against production output (non-primary activities are not directly linked to business requirements, eg irrigating golf courses, supply to villages, etc).

In 2016, for each refined ounce of PGMs and gold from managed operations (excluding toll refined):

- Total water-consumed intensity increased by 5.4% to 10.53Mm³ (2015: 9.99m³)
- Water-use intensity for primary activities increased by 6.1% to 9.4m³ (2015: 8.9m³).
- Potable water use from an external resource intensity decreased by 8.4% to 4.0m³ (2015: 4.3m³).

MANAGING RESOURCE AVAILABILITY AND ENVIRONMENTAL PERFORMANCE continued

Water allocation



Potable water for primary and non-primary activities is sourced from utilities such as Rand Water, Magalies Water, Lepelle Northern Water and Rustenburg municipality, and our abstractions never account for more than 3% of the average annual yield of these water sources. Currently, potable water accounts for 38% of our total requirements (2015: 43%), reflecting increased use of non-potable water (surface, ground and raw water).

No water source, ecosystem (such as Ramsar-listed wetland) or habitat is materially affected by our extraction and use of water. No significant water incidents were reported in 2016.

For our operational water requirements, 63% was met by recycling/reusing water (2015: 64.4%) from internal sewage plants, tailings return-water dams, mine service water and other internal water sources, such as pollution control and stormwater dams. The total quantity of recycled water used in 2016 was 54.6Mm³, down from 60.1Mm³ in 2015. Additional quantitative data on our water use appears on page 139 of our integrated report.

Our operations aim to reduce their dependency on high-quality water through water switching and using lower-quality treated sewage water, where feasible. Operations are at different stages of implementing and upgrading stormwater management plans and systems to comply with regulations.

Our total actual water consumption target for 2016 was 39.45Mm³, while our WETT target calculated from 2016 to 2020 is to achieve a 9.5% water savings (1.8Mm³) against 2020 business-as-usual projected demand (18.8Mm³). Clearly, the sale of our Rustenburg assets influenced the WETT business-as-usual demands. The retained process plants will continue to have water demand but, with no associated tonnes milled (as was the case prior to the sale of Rustenburg), intensity decreased from 0.91 to 0.88m³/tonne.

Monitoring water discharge and quality

Poor-quality water that is harmful to the environment and human health can affect mining and processing equipment and may present closure liabilities. Accordingly, we monitor surface and groundwater at all our mines and process plants (upstream and downstream of operations), as well as inside and outside mining areas in catchments where we operate. The results of groundwater monitoring are used to model related flows and contaminant plumes, if any, and all monitoring results are compared with regulatory standards.

Assessing water-quality requirements and status is an integral part of the water-risk assessments noted above. The quality of water being supplied to Mogalakwena concentrators from Polokwane and Mokopane waste-water treatment works has been identified as a high risk. A new water use licence for the treatment works at Polokwane (belonging to the local municipality) was approved in November 2016. This will support the following actions:

- Defined-blend scenarios of new source waters to mitigate the effects of poor-quality effluent
- Amplats will support Polokwane municipality in upgrading the treatment works, expected to be complete in 2017.

Surface waterbodies are also monitored. Our tailings return-water dams provide habitats for fish, birds and plant life. At some mining operations, the quality of groundwater is affected by seepage from tailings storage facilities (TSFs) but the impact is localised and no external groundwater users are affected. Seepage from TSFs contributes primarily to increasing salinity in localised groundwater bodies. The risk associated with groundwater plumes is continuously tracked through groundwater models and management measures are considered where required, eg drilling extraction and monitoring boreholes.

As required by their water use licences, our operations are implementing integrated water and waste management plans, which include a risk assessment and specific actions to address potential risks.

The volume and quality of water allowed to be discharged by our operations are regulated. Any unplanned discharges or breaches of legal agreements are investigated and reported as environmental incidents, while root causes are addressed promptly.

No level 3 or higher water-related incidents and non-compliance incidents were reported in 2016 for water. The Twickenham complex currently has surplus water, which is partially treated before being discharged. A new proposal with specific actions for water treatment and reuse was tabled with DWS in December 2016 to minimise the impact of the discharge pending approval of the section 21(f) water use licence authorisation.

CLIMATE CHANGE AND ENERGY CONSUMPTION

Climate change has significant implications for our activities through associated risks, potential impact on the environment and socio-economic implications.

MANAGING RESOURCE AVAILABILITY AND ENVIRONMENTAL PERFORMANCE continued

Our approach to energy and climate change

Our climate-change strategy guides our response to key issues.

Our main aims are:

- Reducing our exposure to emerging carbon regulation and increase in energy costs
- Improving our ability to influence effective government policy development
- Capitalising on commercial opportunities in our markets
- Driving greater resilience to the physical impacts of climate change.

This period was the sixth in our 10-year strategy, aligned with the Anglo American group strategy. Our approach focuses on three areas: reducing energy consumption; recovering and reusing some of that energy; and using alternative energy sources. Achieving our long-term milestones (set out below) in energy management hinges on identifying and implementing innovative, step-change technologies. We also continue to investigate opportunities for carbon offsetting.

We are making progress with operational energy and carbon management through a focused programme, ECO2MAN. This enables us to analyse our performance; identify where energy is being used and opportunities for energy savings; and report performance consistently. ECO2MAN is supported by a mandatory Anglo American carbon and energy technical standard.

Amplats completed the annual carbon disclosure project, which was benchmarked against over 2,200 other companies that responded to CDP's 2016 climate change information request. CDP is the only global disclosure system for companies to manage their environmental impacts and for investors to access environmental information in making financial decisions. Only 11 South African companies, including Amplats, made the A list. Our submission is available at www.cdproject.net.

CDP's 2016 global climate report was released in October, the first in a series that will track progress towards the goals of the Paris Agreement by 2020. Also known as the 21st Conference of Parties (COP21), the Paris Agreement aims to:

- Hold the increase in global average temperatures to well below 2° C
- Pursue efforts to achieve 1.5° C above pre-industrial levels
- Improve the ability to adapt to adverse climate change and foster low-carbon emissions development
- Support funding, consistent with a pathway to low-carbon emissions and climate-resilient development.

The agreement was a milestone in climate negotiations, establishing for the first time a regime to limit global warming to below 2° C. The negotiated outcomes will influence national policies and energy technology choices for decades. All countries in which Amplats operates will be required to contribute to the global effort to deliver on the Paris Agreement (including Zimbabwe). Domestic policies will probably follow where they are not already in place. For Amplats, the Paris Agreement provides further confirmation that the global economy is becoming increasingly carbon-constrained and, as such, we need to focus on reducing our direct and value-chain emissions to remain competitive.

The key risks of climate change to our business include:

- Changing demand and markets for our products: reduced demand for cars and therefore platinum-based autocatalysts

- Increasing disclosure and regulatory compliance: energy and GHG emissions policies will establish more stringent reduction goals, affecting our global operations
- Site impacts: integrating our adaptation to the physical impacts of climate change, such as water scarcity and more frequent extreme weather, with local planning.

Carbon tax

South Africa's National Treasury has issued a draft carbon tax bill setting out the tax design for the initial phase of the scheme to 2020. Fiscal revenues from the tax would amount to R13 billion (2017), and potentially reach R111 billion by 2030.

The proposed carbon tax will be imposed on the direct source of greenhouse gas (GHG) emissions, except for Eskom, which is allowed a pass-through to end users. Eskom will include the cost of the tax in the electricity bill to customers, substantially limiting the environmental benefit of the scheme. In the first phase of the carbon tax to 2020, Treasury will offset the increase in Eskom tariff by reducing existing environmental levies (eg electricity/environmental levy), for a neutral impact on the price of electricity. Over the longer term, and under a high carbon tax scenario, expectations are that the tax together with Eskom price escalations could result in a 400% (nominal) increase in the electricity tariff between 2015 and 2030.

In the recent medium-term budget speech, government indicated that this tax will be further developed in 2017. While this aligns with industry's ongoing engagement on the draft bill, we remain concerned that Treasury will proceed with implementing the tax. The mining industry is facing an unprecedented decline in market conditions and is at a distinct disadvantage from escalating energy costs and the uncertainty of additional pressure from carbon tax, particularly its implications for industry competitiveness, investments and related socio-economic impacts.

Amplats' GHG emissions are estimated at 4.8Mt (2017) with electricity use being the major contributor (89%), diesel consumption (5%) and coal use in processing (6%). The carbon tax impact for the first year of the scheme is estimated at R163 million, of which R153 million is the Eskom pass-through and will be offset by a reduction in existing Eskom levies. The carbon tax rate will escalate at 10% per annum until 2020.

Meeting our energy and carbon targets

We achieved our initial target to reduce energy consumption per unit of production by 7% against a 2010 baseline by 2015. An additional 3% reduction target has been set for 2016 – 2020. Our 2017 target is a reduction of 1% of energy used per unit of production against the 2015 baseline.

The 2016 performance shows that the energy savings target is being met with 24,628 TJ consumed against the annual business unit target of 26,530TJ.

The CO₂ emissions target corresponds to energy targets and was met for 2016. Our performance in 2016 resulted in a emissions of 5.58Mt CO₂e against the annual business unit target of 5.75Mt CO₂e, of which 1.37Mt is allocated to sold operations.

All Amplats operations have energy management plans and projects under way for 2017. Performance on these projects is tracked monthly.

For more detail, see page 139 in the integrated report. 

MANAGING RESOURCE AVAILABILITY AND ENVIRONMENTAL PERFORMANCE *continued*

Becoming more energy efficient and securing our supply

Overall we expect demand for platinum to grow because of climate change. We are actively managing our energy use and emission of GHG at our Zimbabwean operations. As we progress with building a smelter in that country, we are considering GHG impacts and actively engaging with government on the environmental impacts of this facility. Costs form part of general operating and, in the case of the smelter, construction costs.

Our ECO2MAN energy and GHG management programme identifies and drives GHG reduction initiatives, while the Anglo American operating model provides the framework for integrating energy and emissions management into business processes, particularly the 'analyse and improve' and 'service strategy' elements. These processes mitigate our direct exposure to carbon tax by reducing operational GHG emissions by an additional 857,637Mt CO₂e in 2016 (saving an estimated R585 million).

The reduction in energy use at our operations primarily reflects the optimisation of compressed air systems, smelter processes and mine ventilation, as well as fuel efficiency. We are also investigating renewable energy-generation options and biodiesel to replace as much as 5% of our diesel use.

We are also managing the risk of South Africa's proposed carbon tax by lobbying National Treasury, through the Chamber of Mines, for a carbon tax that is fair and considers the mining sector's requirements for competitiveness, predictability and stability (to encourage further investment). The strategic move towards shallower, more mechanised, open-cast mining will reduce our scope 2 emissions. The cost of lobbying through the chamber is carried in the annual membership fee of R13 million, while the costs of moving to mechanised open-cast mining is built into our business strategy and planning.

Over the longer term, the potential introduction of electric vehicles is both a challenge and opportunity for PGM demand. Electric vehicles are seen as one method of lowering urban emissions and improving systems efficiency and several governments are working on implementing this technology. These technologies have considerable commercial potential and the Chinese government, in particular, has shown great interest in introducing so-called new energy vehicles into the car fleet. Our current expectation is that the negative impact of this change would be outweighed by continued growth in the number of vehicles sold, but there is some risk to our sales if adoption rates are faster than projected at present. Similarly, government regulation or social change (eg through increased use of car-sharing services) could limit sales of internal combustion engine vehicles and the associated demand for PGMs in their catalytic converters.

Our global PGM market-development initiatives continue to focus on increasing demand in the industrial, jewellery and investment segments, both in the short and long term. We support South African beneficiation objectives as part of these market-development activities. We invest in market development and beneficiation across four broad demand segments:

- Global and local development of platinum jewellery markets
- Product development, commercialisation and marketing activities for platinum-containing fuel cells
- Equity investments in early-stage industrial applications or technologies that use or enable the use of PGMs
- Stimulating platinum investment demand through the World Platinum Investment Council (WPIC).

Change in precipitation extremes and droughts

Water is fundamental to our business, and over 90% of our mines are in water-stressed areas. Climate models are predicting significant changes to rainfall in sub-Saharan Africa, which will affect the availability and accessibility of water.

This poses a significant risk to Amplats, directly and indirectly, as reduced water availability can:

- Increase the pressure to invest in reuse and post-use water treatment technology, in turn raising costs
- Increase surrounding communities' vulnerability which, in turn, can affect community health.

For example, expanding Mogalakwena Mine is hindered by limited water access and ongoing drought conditions. The mine is in an area characterised by spiralling demand for water to support agricultural, mining, industrial and domestic consumption to fuel ongoing economic development and growth. This situation is unlikely to change until the De Hoop Dam pipeline is completed.

We have a strategic long-term approach to water stewardship, and we are now modelling water-supply scenarios for the next 20 years for each of our water-stressed operations. In tandem, we have developed a bulk-water strategy and infrastructural plan to safeguard the long-term security of water availability for our operations and surrounding communities. Elements of this strategy include:

- Implementing water-saving projects
- Identifying new water sources
- Augmenting current water supplies with post-consumer treated wastewater
- Where practical, we also aim to use lower-quality treated water instead of high-quality potable water for our operations.

The automotive sector faces a number of risks from a changing climate and we are exposed to these risks through our sales to the automotive industry. Global warming is an increasingly important issue and anthropogenic carbon dioxide and other GHG emissions are widely acknowledged as the cause. This has encouraged the development of more efficient, lower GHG-emitting powertrain technology in passenger vehicles and wider implementation of this technology in numerous countries. In the short term, this may provide opportunities for the company as hybrid vehicles are introduced to the consumer market and take an increasing share of sales. Negative public sentiment on the emissions performance of diesel vehicles is a potential negative for their market share and associated platinum demand. Stricter rules on the emissions of other regulated exhaust gases are likely to be a positive factor for PGM demand, given their use in automotive catalytic converters.

The South African power system remains constrained and supply risks are expected to persist for the medium term. Requests from Eskom for emergency load curtailment, however, dropped significantly in the second half of 2015 and into 2016. This is mainly due to reduced national demand, an improvement in Eskom maintenance regimes and new baseload supply from the first unit (800MW) of Medupi power station. Physical climate change impacts could affect the supply of coal (and other products used in generating power) and damage infrastructure which, given the lack of reserve margin, could exacerbate power-supply risks.

MANAGING RESOURCE AVAILABILITY AND ENVIRONMENTAL PERFORMANCE continued

If physical climate impacts affected energy supply and caused one day of production downtime at our Mogalakwena Mine, revenue could be reduced by R50 million.

We need a secure, reliable, cost-effective and long-term supply of energy for operations, and to protect our business and host communities from the economic and physical impacts of climate change.

Energy and CO₂ reduction targets are in place, with various energy-saving projects completed or under way. Renewable energy initiatives are being actively pursued, with several options for solar photovoltaic power plants being considered to improve our security of supply, and establish a manageable price path for energy. Opportunities being considered include:

- 70MW solar farm for the Mogalakwena mining complex
- Liquid petroleum gas optimisation at smelter operations
- Fuel management at Mogalakwena.

We anticipate more opportunities in the form of financial and technical support for energy efficiency and GHG emissions reduction. As an example, the Eskom integrated demand management programme (IDM) was developed in response to energy challenges facing South Africa. This provides financial incentives through various programmes aimed at reducing load (electricity consumption) and managing the load profile (balancing demand). Due to the recent economic downturn, Eskom funding for new demand-side management projects was stopped, with only load-shifting projects potentially funded at very low rates. However, we continue to work closely with Eskom and energy services companies on demand-side management initiatives already under way. We have submitted a proposal for financial support for an 8MW compressed air project at Amandelbult Mine through the Eskom IDM programme. This would reduce annual peak electricity consumption by just over 4MWh, reducing emissions by over 4,000t CO₂e per year. This reduces the mine's potential carbon liability as well as its energy costs, offsetting costs associated with the application.

MANAGING AIR QUALITY

Our approach to safeguarding air quality

Our operations generate gaseous and particulate emissions, and we constantly aim to minimise our impacts on air quality and adhere to legislative requirements. Our most material air quality issue is sulphur dioxide (SO₂) emissions from our three smelters in South Africa. These fall under the Air Quality Act, which stipulates reduced SO₂ levels by 2015, with a further reduction by 2020.

Last year, we appealed the interim SO₂ emission limits for our Mortimer and Polokwane smelters when the Department of Environmental Affairs (DEA) exempted these operations from full environmental compliance until 2020. To lower SO₂ emissions to these interim limits, we would have to cut production by up to 60%.

Amplats was granted exemption from the 2015 limits at the beginning of the year to give us time to design abatement technologies to comply with the tougher 2020 limits. However, in setting interim emission levels for the two smelters, the DEA in error stipulated a limit of 30 000mg/Nm³ SO₂, instead of the requested 30-day compliance limit of an average of 57 000mg/Nm³ SO₂. When efforts to engage the department on this failed, we had to launch a formal appeal within the 20 calendar days allowed to protect our rights.

Following the appeal submission, Amplats underwent various data and stack-monitoring validation and screening exercises, in consultation with the district and national departments. We then presented a commitment and compliance roadmap in April 2016 to the DEA against SO₂ postponement requirements for Polokwane and Mortimer smelters. The compliance roadmap was updated to August 2016 to reflect the status of our commitments and year-to-date compliance results.

In addition, the Mortimer air quality offset plan was updated for submission to the DEA by 22 May 2016 and aligned with the Waterberg Bojanala district air quality priority-area requirements of the DEA. A consultant was appointed to complete this update and the revised version was submitted on 20 May 2016 to the DEA. We have made good progress on the offset action plan, with the following projects under way:

- Emission-factor calculations are under way for dust emissions on unpaved roads to determine the dust-elevation effects of paving sections of specific roads used by the public
- A series of dust-monitoring buckets will be placed in communities around Rustenburg where unpaved roads are being upgraded
- A modelling study has been completed for the impacts of veld fires on the Mogalakwena and Amandelbult nature reserves
- Waste-recycling and dust-sampling campaigns are under way at Union Mine
- In Mogalakwena, dust buckets have been placed around the community to measure the impacts of dust suppression in those areas.

On 31 May 2016, RPM was notified that the DEA had dismissed its appeal against conditions associated with the national air quality officer's decision to postpone compliance with the 2015 minimum emission standards (MES).

While Amplats has not yet achieved full environmental compliance on emissions from the smelter stacks or chimneys, we are fully compliant with limits set for ambient (publicly accessible) areas adjacent to operations. These are constantly measured to ensure surrounding communities and the environment are not impacted significantly.

MANAGING RESOURCE AVAILABILITY AND ENVIRONMENTAL PERFORMANCE continued

PAARDEKRAAL DUST MITIGATION PROJECT – PROGRESS TO DATE

The aim of this project is to resolve key environmental issues (dust, water and biodiversity) as part of a dedicated and integrated process. Fugitive dust-emission hot spots are identified and minimised by establishing vegetation, especially the naturally occurring Tamarix shrubs on tailings storage facility (TSF) beach-areas as bio-wind breaks, tall indigenous tree screens around the TSF perimeter and installing wind-curtain barriers, as well as using custom irrigation systems.

This medium-term project began in July 2015. Since Tamarix is a category 1 invasive plant in South Africa, we have applied for an exemption permit to plant propagated cuttings on the tailings dam as bio-wind barriers. We have installed synthetic nets over a large portion of the TSF beach-area to act as wind-curtain barriers, with a small gap left underneath the nets to allow for the flow of tailings. In addition, a custom beach irrigation system has been installed to keep the area wet when there is no deposition for a longer period.

In 2016, deposition on Paardekraal Central was stopped in September, and the Tamarisk trees planted: 456 trees have been planted to date and further operational challenges are being addressed to fully implement the netting as dust breaks. The ultimate aim is to have a TSF with limited dust emissions to minimise harm to the environment and communities.

Understanding the evolving regulatory environment

As required by the DEA, Amplats reported its process and mining emissions data into the national air emissions inventory system (NAEIS) database by 31 March 2016. A later publication (June 2016) stipulated that this data now include greenhouse gases. The next annual data entry is by 31 March 2017.

Atmospheric emissions licences

In 2015, the Rustenburg smelter and refineries applied for their atmospheric emission licences to be renewed. After a lengthy review period, the three licences were received in April 2016 and are aligned to legislated emissions standards for South Africa.

WASTE MANAGEMENT

Our operations produce significant quantities of non-mineral waste. We strive to manage our waste impacts effectively to prevent potential harm to the environment and human health, and adhere to legislation.

Our approach to waste management

Our waste risks and activities are managed against mandatory performance standards in the Anglo American environment way – spanning mineral residue, non-mineral waste, hazardous substances, rehabilitation and water. We apply the 'avoid, reduce, reuse and recycle' management hierarchy during operational and post-closure phases to minimise the impact.

Given the nature of our business, we focus on mineral residue as our most material waste-related risk. Our vision is zero hazardous and general waste to landfill by 2020. Although total elimination of waste will not be feasible, we aim for a point where waste recovery, reuse and recycling, as well as alternative technologies, exceed landfills as the preferred method of disposal.

Managing regulatory change

In July 2015, additional regulations were promulgated under the National Environmental Management: Waste Act 59 of 2008 on planning, management and reporting of residue stockpiles and residue deposits and the list of waste-management activities requiring a licence was amended.

The regulations require new pollution-control infrastructure and mine-residue facilities to be lined, which will reduce potential groundwater liabilities but has a cost impact. After these concerns were raised with DWS officials, they confirmed that the 'equivalent of a prescribed barrier system' that will prevent pollution (section 19 of the NWA) would be considered. However, the department also confirmed that the focus would be on 'preventing pollution' and 'equivalent of a prescribed barrier system'. As a result, no alternative options – secondary controls like cut-off trenches (supported by modelling), etc as part of a risk-based approach – would be considered. The matter was raised with the Chamber of Mines which is currently engaging with DWS on this matter.

Mineral waste

We regularly inspect the structural stability of tailings storage facilities, supplemented by frequent internal and third-party risk assessments and audits. Where significant risks are identified, these are addressed.

At Mogalakwena Mine, some waste-rock dumps are a source of low-grade PGMs and are remined, crushed and reprocessed. The waste rock is also processed into aggregates for construction and road building. Waste rock at the Rustenburg, Amandelbult and Union operations supports small-scale crushing projects that reduce the waste-rock footprints at these operations, and decrease our closure liability.

Non-mineral waste

Our non-mineral waste is categorised as hazardous and non-hazardous waste. In 2016, Amplats reused/recycled 49.2kt of waste, 39.5% more than waste sent to landfill (68.6% in 2015).

Waste collected for recycling

Tonnes	2016	2015
Waste paper	312	252
Glass	21	15
Steel	12,052	17,088
Plastic	446	355
Hazardous and non-hazardous waste reused/recycled	8,815	6,352
Used oil recycled to external companies (kt)	27.5	77.4

To encourage recycling non-hazardous waste and support related goals, we have introduced consistent colour coding for non-hazardous waste recycling at all operations.

To manage waste tyres on site, the Mogalakwena complex has an agreement with Redisa, the South African government's tyre recycling agency, to cut and chip nearly 2,000 tyres. This reflects a joint effort to develop a sustainable solution for the environmentally friendly management of waste tyres. After a number of teething problems, the first tyres have already been cut up into small chunks for further processing.

MANAGING RESOURCE AVAILABILITY AND ENVIRONMENTAL PERFORMANCE continued

Managing hazardous substances is strictly regulated and controlled at our operations and at the receiving waste facilities, which are regularly audited by third parties.

We report hazardous and non-hazardous waste separately and against targets.

Tonnes	2016 target	2016 actual
Non-hazardous waste to landfill	9,700	15,506
Hazardous waste	9,400	5,822

We faced several challenges, including:

- **Mogalakwena** – disposing of hydrocarbon-polluted soil. A new bio-remediation facility has been constructed and is expected to be operational by January 2017, which should reduce the quantity of hazardous waste to landfill and enable reuse of bio-remediated soil
- **Rustenburg Base Materials Refinery** – sodium sulphate, sold as a by-product, did not meet specification and had to be disposed as hazardous waste. After investigation, our production and marketing teams implemented corrective measures to ensure the final by-product was within specification for the market
- **Precious Metals Refinery** – the incinerator used for hazardous waste was offline and expected to remain offline for most of next year. Alternative incinerating options are being investigated to reduce hazardous waste to landfill.

BEING A RESPONSIBLE LAND STEWARD

We own large areas of land, with some operations in environmentally sensitive areas. Ensuring responsible land stewardship through the life cycle of an operation can improve our future access to land and capital, and our legal and social licence to operate. It also reduces our operational risks and mine-closure liabilities.

Our approach to land stewardship and mine closure

Our approach to land stewardship focuses on the sustainable use of the land we operate on and, where appropriate, conserving and rehabilitating biodiversity. Equally, we aim to capitalise on ecosystem-related opportunities and use managed land for wider benefit. Through our environmental education initiatives, we also empower and encourage surrounding communities to improve their use of the land.

Our land stewardship risks and activities are managed under the Anglo American environment way, and apply throughout the mining life cycle. They are underpinned by rigorous predevelopment social and environmental impact assessments and ensure we consider these matters in our planning. Responsible and proactive land stewardship practices can mitigate the risk and impact of social disruption, land disputes and resettlement issues, which have arisen at some operations.

All our mines are underground operations, except the open-pit Mogalakwena Mine. Our most significant surface disturbances are tailings storage facilities and waste-rock dumps, as well as roads and infrastructure and Mogalakwena's open pits. Disturbed land is rehabilitated concurrently, where possible, to agreed land-use specifications. Rehabilitation is a key regulatory requirement for

Amplats and linked to annual closure liabilities, which are reviewed and updated annually in line with regulations.

Mine-closure planning is governed by specific performance requirements. We aim to reduce long-term risks and liabilities from an environmental and socio-economic perspective, and ensure we leave a positive legacy when our mines end their operational lives. The Anglo American mine-closure toolbox is designed to be used with the socio-economic assessment toolbox (SEAT) for an integrated approach to mine-closure planning, in consultation with communities around our mines and other stakeholders.

Our performance and focus areas

Amplats has 42,142ha of land under management control, of which 7,903ha have been disturbed. In 2016, we recorded no significant environmental incidents involving land or biodiversity.

All TSFs have concurrent rehabilitation plans that include revegetation, dust management and water management. Our South African operations follow prescribed standards for remediating contaminated land in terms of the Waste Act. The Mogalakwena and Bathopele mines have conducted trials to bio-remediate soil contaminated by hydrocarbons. Mogalakwena has also received its waste licence for a bio-remediation site. This was constructed in 2016 and will be fully operational early 2017. The site is already receiving the first polluted soils for bio-remediation. Trials have been done on the Paardekraal TSF to test indigenous plant species for rehabilitation purposes.

Mogalakwena Mine, the Der Brochen project and Twickenham project pose a moderate risk to biodiversity, while the rest of our operations pose a low risk to biodiversity. All at-risk operations have biodiversity action plans incorporated into their environmental management systems. A framework assists all operations to understand relevant biodiversity issues, while guidelines are in place for invasive plant species and conserving important plant species. Initiatives launched in 2016 included:

- Mogalakwena is offsetting its biodiversity risk by managing three farms as conservation areas and for environmental education. It is also conducting rehabilitation trials to guide future programmes
- To manage its biodiversity risk, Twickenham began eradicating all exotic vegetation on site. Five different species were removed successfully
- As the Der Brochen project is in a biodiversity-rich area, it focuses on removing alien and invasive species while protecting indigenous and endemic fauna and flora. Its biodiversity action plan was revised in 2015 after updated specialist studies
- On all operations, the impact of alien invasive plant species is a key risk to biodiversity. Whiskey Creek, Mototolo, Der Brochen, Mogalakwena and Rustenburg all have ongoing eradication programmes. Other operations eradicate exotic invader species as required.

We support the annual Arbor Week in South Africa, with year-round tree planting across our operations and neighbouring communities. Following an intensive awareness programme, a large number of suitable indigenous trees were planted on site and in communal areas.

MANAGING RESOURCE AVAILABILITY AND ENVIRONMENTAL PERFORMANCE continued

The Mogalakwena sustainable development incubator and environmental training centre continue to support our sustainable development initiatives by training community members of all ages in sustainable land-use practices. This successful initiative is now being extended to communities around Twickenham.

An important part of our land stewardship agenda is identifying alternative uses for land once mining ends. Based on an agreement with the Rustenburg local municipality in 2014 and approved EIA, the municipality began converting our open pit at Waterval farm into a domestic landfill site to provide long-term capacity for the town. The local municipality is preparing the site for use.

Preliminary mine-closure plans are in place for the Rustenburg, Mogalakwena and Union operations, and being compiled for Amandelbult complex and Twickenham project. The Amandelbult complex closure plan will be finalised in the first quarter of 2017. The Twickenham mine closure plan is expected to be finalised by end-2018.

The financial provision regulations came into force in November 2015 and have been the focus of much comment and debate in the mining as well as oil and gas industries. In September 2016, proposed amendments to these regulations were gazetted, followed by the actual amendment to the NEMA financial provision regulations in October 2016. The main intention of the amendment is to postpone compliance until February 2019, giving mining companies two more years to comply with these regulations. It is also expected that, during this period, some onerous aspects of the regulations will be reviewed and revised by the DEA. As a result of the two-year transition period, the 2016 liability assessments and financial provision continued to be submitted to the DMR in terms of regulations 53 and 54 of the MPRDA.

All operations are assessed annually for their closure liability and the financial provision is updated accordingly. The total estimated undiscounted rehabilitation liability for our retained managed operations (excluding Rustenburg mines, concentrator and lease, which are now Sibanye assets) at year end was R2.8 billion (2015: including Rustenburg mines and concentrators R4.0 billion).



MEETING OUR OBLIGATIONS TO GOVERNMENTS AND SOCIETY

The way companies are run determines more than just their financial performance. If run well, they contribute to the prosperity of the country and their host communities.

OUR STRATEGIC APPROACH

We believe pursuing the highest levels of compliance is an opportunity for Amplats: by adhering to regulation, legislation, voluntary codes and social compacts, we ensure our business practices are conducted responsibly, which in turn benefits the areas in which we operate.

While we strive to meet legal compliance obligations, our approach is to go beyond mere box-ticking to ensure we make a substantive difference.

ENTRENCING COMPLIANCE IN OUR BUSINESS

In South Africa, companies are governed by a broad range of legislation and regulation, some generic to the business world and some specific to mining.

Mining and exploration permits are issued under the Minerals and Petroleum Resources Development Act (MPRDA) that governs technical and socio-economic issues, including the mining charter. Amplats is committed to complying with all applicable legislation. We are also committed to complying with a range of voluntary codes and guidelines to manage the social and environmental risks of mining.

Regulatory uncertainty is an ongoing risk that we address through active engagement, both as a member of the Anglo American group and through the Chamber of Mines.

In each section of this report, we discuss regulatory matters relating to a specific material issue.

VOLUNTARY CODES TO WHICH AMPLATS IS COMMITTED

- **International Council on Mining and Metals (ICMM)** maximises the contribution of mining, minerals and metals to sustainable development. Anglo American is a founding member and Amplats has adopted and complies with the ICMM's 10 principles for sustainable development.
- We support the **United Nations guiding principles** on business and human rights aspects. These are incorporated into our policies and management systems, but we need to enhance implementation and continue to integrate the principles into our operations.
- Anglo American is a member company of the **United Nations Global Compact** and Amplats therefore complies with the compact's principles.
- Anglo American is a member company of the **voluntary principles on business and human rights (VPSHR)** and Amplats complies accordingly. These principles guide companies in maintaining the safety and security of their operations in an operating framework that encourages respect for human rights.
- The **Extractive Industries Transparency Initiative (EITI)** is a global standard promoting the transparent and accountable management of natural resources. Amplats, as a member of the Anglo American group, is a supporting company and complies with the principles of the initiative.

Davis tax committee

This committee is assessing South Africa's tax policy framework and its role in supporting the objectives of inclusive growth, employment, development and fiscal sustainability. Its first interim report stressed that mining remains a vital sector for the country through employment, foreign exchange generation and balance of payments. It was also broadly in favour of retaining the status quo by taxing mining companies at the same rate as other corporate taxpayers. The committee's interim recommendations were to:

- Reject the call for a resource rent or similar windfall tax
- Retain the mineral royalty
- Reject the request to channel a portion of royalties directly to mining communities
- Eliminate the 100% year one tax deduction for capital expenditure and align with manufacturing industries, ie allowance over four years
- Remove the current tax ring-fence at a future date to compensate for the change to the capital expenditure allowance.

Amplats has provided feedback on the first interim report on mining through the Chamber of Mines.

MPRDA review

Amplats has, through the Chamber of Mines and Anglo American, provided extensive input into the MPRDA amendment bill when it was first considered by parliament in 2014.

In January 2015, President Jacob Zuma referred the bill back to parliament on concerns about its constitutionality. An amended bill has been approved by the National Assembly and is currently being considered by the National Council of Provinces. We are closely monitoring developments around the bill. Through the Chamber of Mines and Anglo American, we have raised concerns around the persistence of regulatory uncertainty and will continue to engage with the DMR with a view to ensuring that the resulting amendment act is balanced and preserves our rights.

Mining Phakisa

As previously reported the Operation Phakisa Mining Lab took place over five weeks at the end of 2015. The event brought together approximately 140 participants from a diverse range of industries. This included participants from the mining sector, various government departments and entities, labour unions, manufacturing companies, research institutions and environmental groups. To respond to the broad set of challenges faced by the industry itself and also those faced by participants in the mining value chain, related industries and affected communities, the Phakisa adopted the concept of a cluster. The mining cluster refers to a total system which includes from exploration to primary manufacture, capital equipment inputs, research and development and skills development processes and infrastructure provision.

The objective of the Phakisa was to find ways to support the mining cluster and in so doing contribute to a number of South Africa's National Development Plan outcomes. For example, providing and enabling decent employment, protecting our environment and supporting sustainable human settlements with an improved quality of life.

MEETING OUR OBLIGATIONS TO GOVERNMENTS AND SOCIETY continued

While the official results of the Phakisa have not yet been released, the industry has already experienced better collaboration both within the industry itself, but also more broadly with suppliers, Government and other stakeholders. This includes for example the recent establishment a new Mining Precinct at the Council for Scientific and Industrial Research (CSIR) in Carlow Road Johannesburg. The Mining Precinct is a public-private partnership which serves to reinvent elements of the historic Chamber of Mines Research Organisation (Comro), which was closed in 1990.

Building on the mining charter

The mining charter is provided for by section 100(2) of the MPRDA to facilitate transformation of the mining industry.

It was introduced in 2004 and assessed by the DMR in 2009 and 2015. Although the current charter's reporting period ended in early 2015, Amplats remains committed to its principles and continues to report against it. We await the finalisation of the third iteration of the mining charter on which we, through the Chamber of Mines and Anglo American, have made extensive submissions and will continue to engage with the DMR with a view to ensuring that the resulting charter is balanced and preserves our rights.

Our 2016 self-assessment indicates a noticeable improvement in the level of compliance against many elements. The 2016 annual compliance report is due to the regulator by March 2017.

The draft reviewed mining charter (MC/III) was published in the *Government Gazette* on 15 April 2016 for public comments for 60 days. It listed some important changes to its predecessor, the 2010 version. Given the strategic impacts of this review, Anglo American submitted its response, noting its commitment to the broader principles of the charter – that the impacts of related initiatives are sustainable, measurable, inclusive and value-adding to the South African economy.

In preparing for MC/III, a comprehensive stakeholder engagement plan was developed and implemented. This covered internal and external stakeholders to ensure we provided constructive input into the MC/III process for the benefit of the mining industry, its employees, communities and shareholders while delivering against national interests. Anglo American sought to provide leadership in the industry, through the Chamber of Mines, to drive a collaborative and consultative process in developing MC/III. Amplats, as part of the project steering group, contributed to this process.

The DMR has not published the final reviewed mining charter to date.



MEETING OUR OBLIGATIONS TO GOVERNMENTS AND SOCIETY continued

Mining charter scorecard

Description	Measure	2016 progress against target	Compliance target
Reporting			
Has the company reported the level of compliance with the charter for the calendar year?	Documentary proof of receipt from the department	Reports submitted to the DMR annually	Annually
Ownership			
Minimum target for effective HDSA ownership	Meaningful economic participation	To advance BEE, the company has entered into a number of disposal transactions and joint ventures. We have established an employee share ownership scheme and various community trusts as part of Amplats' major transaction on community economic empowerment. The result of these transactions was the transfer, to HDSAs, of 33.34% of the company's forecast attributable production.	26%
	Full shareholder rights	Good progress to achieving target	26%
Housing and living conditions			
Conversion and upgrading of hostels to attain the occupancy rate of one person per room	Percentage reduction of occupancy rate towards 2014 target	100% of employees in single-room accommodation	Occupancy rate of one person per room
Conversion and upgrading of hostels into family units	Percentage conversion of hostels into family units	All hostels converted into family units	Family units established
Procurement and enterprise development		R14.2 billion procurement spend on BEE entities	
Procurement spend from BEE entity	Capital goods	67.5%	40%
	Services	70.2%	70%
	Consumable goods	63.6%	50%
Multinational suppliers' contribution to the social fund	Annual spend on procurement from multinational suppliers	Awaiting establishment of social fund from Department of Mineral Resources	0.5% of procurement value
Employment equity			
Diversification of the workplace to reflect the country's demographics to attain competitiveness	Top management (board) level	41.7%	40%
	Senior management (exco)	44.5%	40%
	Middle management	64.4%	40%
	Junior management	78.1%	40%
	Core skills	84.6%	40%
Sustainable development and growth			
Improvement of the industry's environmental management	Implementation of approved environmental management programmes	Environmental commitments, ie performance assessments, closure liability, monitoring, etc are complied with and progress continuously assessed. See our environmental performance on pages 24 to 33.	100%
Improvement of the industry's mine health and safety performance	Implementation of the tripartite action plan on health and safety	Implementation of action plans is aligned	100%
Utilisation of South African-based research facilities for analysis of samples across the mining value chain	Percentage of samples in South African facilities	100%	100%

MEETING OUR OBLIGATIONS TO GOVERNMENTS AND SOCIETY continued

Description	Measure	2016 progress against target	Compliance target
Beneficiation			
Contribution of a mining company towards beneficiation (from 2012)	Additional production volume contribution to local value addition beyond the baseline	The company continues to implement its beneficiation strategy. The offset guidelines have not been finalised by the DMR and therefore the group cannot calculate what offsets it qualifies for. Also, the DMR has released its beneficiation strategy with no reference to baseline levels or targets	Section 26 of the MPRDA (% above baseline)
Human resource development			
Development of requisite skills, including support for South African-based research and development initiatives intended to develop solutions in exploration, mining, processing, technology efficiency (energy and water use in mining), beneficiation, and environmental conservation and rehabilitation	Human resources development expenditure as percentage of total annual payroll (excluding mandatory skills development levy)	6.01% achieved (this includes expenditure for South African-based research and development initiatives)	5%
Mine community development			
Conduct ethnographic community consultative and collaborative processes to delineate community needs analysis	Implement approved community projects	Projects in communities close to our operations implemented to the value of R354 million	1% of pre-tax profit

 The independent assurance report to the directors of Anglo American Platinum Limited can be found in the integrated report on pages 131 to 133.

GRI INDEX

GRI G4 core content index – referenced to relevant text and page number in integrated report (IR) or supplementary information (SR)

Profile disclosure	Description	Section	Page(s)	Value
Strategy and analysis				
G4-1	Provide a statement from the most senior decision maker of the organisation (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability.	Chief executive officer's review	IR 13	Refer to IR 13
G4-2	Provide a description of key impacts, risks, and opportunities.	Our approach to risk management and our top risks	IR 30	Refer to IR 30
Organisational profile				
G4-3	Report the name of the organisation.	Cover	IR cover	Anglo American Platinum Limited
G4-4	Report the primary brands, products, and services.	World's leading primary producer of PGMs	IR 8	'Amplats is the world's leading primary producer of platinum group metals (PGMs)...'
G4-5	Report the location of the organisation's headquarters.	World's leading primary producer of PGMs	IR 9	'Amplats is listed on JSE Limited and headquartered in Johannesburg, South Africa'
G4-6	Report the number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report.	World's leading primary producer of PGMs	IR 8-9	'We own and operate two mining complexes in the Bushveld complex: Mogalakwena and Amandelbult. We also operate the Unki Platinum Mine on the Great Dyke in Zimbabwe.'
G4-7	Report the nature of ownership and legal form.	World's leading primary producer of PGMs	IR 9	'...Our majority shareholder is Anglo American plc (79.9%)'
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	PGM market dynamics	IR 27	Auto catalyst, jewellery, industrial, investment market development, collaboration and beneficiation
G4-9	Report the scale of the organisation, including: <ul style="list-style-type: none"> Total number of employees. Total number of operations. Net sales (for private sector organisations). Total capitalisation broken down by debt and equity (for private sector organisations). Quantity of products or services provided. 	Human resources indicators Operations review Summarised consolidated statement of comprehensive income Operations review Operations review	IR 136	Total number of employees: 26,039
			IR 48	The mining operations of Amplats consist of managed mines, joint-venture mines and associate mines across South Africa and Zimbabwe. Total sales: R61,976,000,000
			IR 116	
			IR 50 IR 55	Platinum produced from managed mines: 953,000 oz Platinum produced from joint ventures: 784,900 oz
G4-10 a)	Report the total number of employees by employment contract and gender.	Human resources indicators	IR 137	Employment equity per occupational level
G4-10 b)	Report the total number of permanent employees by employment type and gender.	Human resources indicators	IR 137	Employment equity per occupational level
G4-10 c)	Report the total workforce by employees and supervised workers and by gender.	Human resources indicators	IR 137	Total workforce: 26,039 (including Zimbabwean employees) Gender: 15% female, 85% male Note: Zimbabwe's workforce is not categorised by gender.

GRI INDEX continued

Profile disclosure	Description	Section	Page(s)	Value
Organisational profile continued				
G4-10 d)	Report the total workforce by region and gender.	Human resources indicators	IR 137	<p>Total workforce: 28,255 (including Zimbabwean employees, labour hires, and contractors)</p> <p>Total permanent workforce in South Africa: 24,945</p> <p>Region</p> <p>Gauteng: 278</p> <p>Limpopo: 21,669</p> <p>North West: 2,862</p> <p>Mpumalanga: 136</p> <p>Gender: female: 15%, male: 85%</p> <p>Total employees and contractors in Zimbabwe: 1,094</p>
G4-10 e)	Report whether a substantial portion of the organisation's work is performed by workers who are legally recognised as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors.	Human resources indicators	IR 136	<p>Labour hire: 87</p> <p>Contractors: 2,129</p>
G4-10 f)	Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	N/A	N/A	N/A
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	Human resources indicators	IR 138	<p>Membership of recognised unions and associations: 22,969</p> <p>92% of employees are covered by collective bargaining units</p>
G4-12	Describe the organisation's supply chain.	Transforming our supply chain	SR 23	<p>Using the local procurement toolkit launched across Anglo American operations, our supply chain department is embedding its use in procurement decisions at Amplats.</p> <p>Through a holistic approach to these principles, we are able to guide small businesses to compete in line with global best practice while creating a robust supply chain.</p>
G4-13	<p>Report any significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain, including:</p> <ul style="list-style-type: none"> Changes in the location of, or changes in, operations, including facility openings, closings, and expansions. Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organisations). Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination. 	Chairman's letter	IR 6	<p>Exit Rustenburg and Union mines, as well as our JV interests in Pandora, Kroondal and Bokoni.</p> <p>Post-year end, on 14 February 2017, two additional sale- and purchase agreements were signed: one with Siyanda Resources to acquire 85% interest in Union Mine and the second for Amplats to acquire Glencore's interests in the Mototolo mine JV.</p>

GRI INDEX continued

Profile disclosure	Description	Section	Page(s)	Value
Organisational profile continued				
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation.	Governance framework	IR 76	Safety and sustainable development committee 'develops frameworks, policies and guidelines for S&SD management and ensures their implementation; monitors group compliance with relevant legislation. Evaluates all material sustainability impacts against the precautionary principle, and advises the board accordingly.'
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	Meeting our obligations to governments and society	SR 34	Voluntary codes to which Amplats is committed: <ul style="list-style-type: none"> ▪ International Council on Mining and Metals (ICMM). ▪ United Nations guiding principles on business and human rights aspects. ▪ United Nations Global Compact. ▪ Voluntary principles on business and human rights. ▪ Extractive Industries Transparency Initiative (EITI).
G4-16	List memberships of associations and national or international advocacy organisations in which the organisation: <ul style="list-style-type: none"> ▪ Holds a position on the governance body. ▪ Participates in projects or committees. ▪ Provides substantive funding beyond routine membership dues. ▪ Views membership as strategic. 	Our external environment	IR 29	World Platinum Investment Council
Identified material aspects and boundaries				
G4-17 a)	List all entities included in the organisation's consolidated financial statements or equivalent documents.			Not reported
G4-17 b)	Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report.			Not reported
G4-18 a)	Explain the process for defining the report content and the aspect boundaries.	Our approach to reporting	IR 2	Report boundary 'This report includes disclosure on all entities in our consolidated financial statements. For completeness, we also consider threats, opportunities and outcomes emanating from other entities or stakeholders with a significant effect on our ability to create value...'
G4-18 b)	Explain how the organisation has implemented the reporting principles for defining report content.	Our approach to reporting	IR 2	Report content 'Our material issues are defined as those with the greatest real and potential impact – both positive and negative – on achieving our business objectives.'

GRI INDEX continued

Profile disclosure	Description	Section	Page(s)	Value
Identified material aspects and boundaries continued				
G4-19	List all the material aspects identified in the process for defining report content.	Our approach to reporting	IR 2	<p>The views, expectations, interests and concerns conveyed by stakeholders, directly and indirectly, formally and informally:</p> <ul style="list-style-type: none"> ▪ Peer reports and industry benchmarks ▪ Implicit and explicit messages conveyed by strike action and other labour relations issues ▪ Relevant legislation and regulation, and our commitments ▪ Media coverage and market reports on the company, the platinum sector and the industry ▪ Our values, policies, strategies, systems, goals and targets ▪ Significant risks that could affect our success ▪ Views expressed by stakeholders through direct interviews by an external party. Targeted participating stakeholders included investors, media and market analysts, NGO leaders and customers.
G4-20	For each material aspect, report the aspect boundary within the organisation.	Our approach to reporting	IR 2	Our material issues are defined as those with the greatest real and potential impact – both positive and negative – on achieving our business objectives.
G4-21	For each material aspect, report the aspect boundary outside the organisation.	Our approach to reporting Our approach to risk management and our top risks	IR 30	Our material issues are defined as those with the greatest real and potential impact – both positive and negative – on achieving our business objectives. These may be related to our internal or external environments (page 26), significant risks and opportunities identified in our integrated risk management process (page 30), or issues that are important to stakeholders (page 34).
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	Financial review	IR 38	Shareholders are advised that the company restated the published group financial results ended 31 December 2015. The restatement arose from a correction of the exchange rate used to translate Unki Mine's depreciation from USD into ZAR; a revision of the calculation of the value of work in process and finished goods metal inventory and a correction of the proportionate consolidation of a joint venture. Separately these recalculations were not deemed to be material.
G4-23	Report significant changes from previous reporting periods in the scope and aspect boundaries.			Not reported

GRI INDEX continued

Profile disclosure	Description	Section	Page(s)	Value
Stakeholder engagement				
G4-24	Provide a list of stakeholder groups engaged by the organisation.	Managing stakeholder expectations and maximising community benefit	SR 14	<ul style="list-style-type: none"> Investors Employees Communities Government Shareholders
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	Stakeholder engagement and issues	IR 34	Engaging with stakeholders – those who may be affected by, or have a positive or negative effect on our company – is central to achieving our strategy. Building on our clearer strategic intent for engagement and relationships, in 2016 we updated our 'maps' of stakeholders from 2013. We identified who these stakeholders were, what issues they had with our business, how we interacted with them, how they wanted us to interact with them, and how they linked to each other.
G4-26	Report the organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Stakeholder engagement and issues	IR 35	'Our site and corporate teams develop stakeholder engagements plans for the year. Engagements with our stakeholders are both formal, in line with each plan, and informative as required. While engagements vary greatly in nature, broadly, they allow us to...'
G4-27	Report key topics and concerns raised through stakeholder engagement, and how the organisation has responded, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	Stakeholder engagement and issues	IR 35	The table on page 35 summarises the key issues raised through stakeholder engagement and our responses.
Report profile				
G4-28	Reporting period for information provided.	Business context and strategy: Direct value added to South Africa	IR 37	31 December 2016
G4-29	Date of most recent previous report	Business context and strategy: Direct value added to South Africa	IR 37	31 December 2015
G4-30	Reporting cycle.	Business context and strategy: Direct value added to South Africa	IR 37	Annual
G4-31	Contact point for questions on the report or its contents.	Administration	IR 145	Elizna Viljoen
G4-32 a)	Report the 'in accordance' option the organisation has chosen.	Our approach to reporting	IR 2	Anglo Platinum has opted to produce the report in alignment with the IIRC <IR> Framework, while referencing the GRI G4 guidelines (rather than attempting to meet application level requirements).
G4-32 b)	Report the GRI content index for the chosen option.	GRI index	SR 38	This is contained in our supplementary report, published only on our website.
G4-32 c)	Report the reference to the external assurance report.	Independent assurance report	IR 131	Independent assurance report to the directors of Anglo American Platinum Limited.

GRI INDEX continued

Profile disclosure	Description	Section	Page(s)	Value
Report profile continued				
G4-33 a)	Report the organisation's policy and current practice on seeking external assurance for the report.	Corporate governance report	IR 81	'To plan and coordinate assurance, Amplats has designed and implemented a combined assurance framework, incorporating a number of assurance services, to cover adequately its significant risks and material matters so that these enable an effective control environment, support the integrity of information used as well as the integrity of the group's external reports.'
G4-33 b)	If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided.	Our approach to reporting	IR 2	Financial and several non-financial aspects in this report and in our 2016 suite of reports are independently assured. The report of the external auditor on our financial statements is on page 112, while the report of the external assurer on specific non-financial indicators is on page 131.
G4-33 c)	Report the relationship between the organisation and the assurance providers.	Corporate governance report	IR 81	'Each assurance provider has been categorised into different lines of defence in the organisation: management, comprising Amplats line functions that own and manage risks; internal assurance providers from specialist functions including safety, health and environmental compliance; and regulatory auditors, the internal audit function and independent external assurance providers.'
G4-33 d)	Report whether the highest governance body or senior executives are involved in seeking assurance for the organisation's sustainability report.	Corporate governance report	IR 81	The audit and risk committee and board determine areas of strategic and business focus, which in turn determine the level of assurance considered.
Governance				
G4-34	Report the governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision making on economic, environmental and social impacts.	Strategic approach to sustainability	IR 22	Safety and sustainable development (S&SD) committee Social, ethics, and transformation committee Audit and risk committee
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	Key policies	IR 77	Amplats has a detailed authority manual, which is reviewed annually. Its objectives are to delegate transactional and contractual authority from the board to staff members and officials at various levels. This provides effective and practical directives and guidelines for minimising or eliminating the company's possible exposure to risk.
G4-36	Report whether the organisation has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post-holders report directly to the highest governance body.	Our executive committee	IR 74	Indresen Pillay, executive head: projects and SHE, is part of the executive committee, which falls under the company secretary as shown on page 76, and advises the board.
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	Strategic approach to sustainability	IR 22	Stakeholder engagement falls under the audit and risk committee which reports directly to the board.

GRI INDEX continued

Profile disclosure	Description	Section	Page(s)	Value
Governance continued				
G4-38	Report the composition of the highest governance body and its committees.	Governance: our board	IR 70	List of board members.
G4-39	Report whether the chair of the highest governance body is also an executive officer.	Governance: our board	IR 70	Valli Moosa, non-executive independent chairman
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.	Corporate governance report	IR 81	New appointments The board follows a formal and transparent process when appointing new directors and any appointment is considered by the board as a whole, on the recommendation of the nomination committee, which comprises solely non-executive directors. It evaluates the skills, knowledge and experience required to implement group strategy. New board nominations are assessed against defined competencies set out in the skills matrix to address any potential gaps.
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: <ul style="list-style-type: none"> ▪ Cross-board membership. ▪ Cross-shareholding with suppliers and other stakeholders. ▪ Existence of controlling shareholder. ▪ Related party disclosures. 	Corporate governance report	IR 77	Each quarter, the company obtains details from directors on external shareholdings and directorships that may create conflicts of interest while serving as directors on our board. The declarations are closely scrutinised by the chairman and company secretary, and tabled at each board meeting. Where a conflict arises, directors must recuse themselves from discussions. As far as possible, the company requires that directors avoid potential conflicts of interest.
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	Corporate governance report: governance framework	IR 76	Chief executive officer and executive committee.
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	Corporate governance report	IR 79	Director training and development All directors are expected to keep abreast of trends in the business, and in the group's environment and markets.
G4-44 a)	Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics.	Corporate governance report	IR 80	Principle 9: 'In August 2016, the board evaluated both its own effectiveness and the individual performance of directors.'
G4-44 b)	Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organisational practice.	Corporate governance report	IR 80	Principle 9 – Top priorities for the board in the coming year were identified as: <ul style="list-style-type: none"> ▪ Focusing on strategy ▪ Executing disposals and repositioning the portfolio ▪ Gaining a greater understanding of the market ▪ Focusing on community issues

GRI INDEX continued

Profile disclosure	Description	Section	Page(s)	Value
Governance continued				
G4-45 a)	Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes.	Corporate governance report	IR 80	Principle 13: Compliance with, and enforcement of, the Companies Act, JSE Listings Requirements, legislation governing the mining industry and the company's governance policies are monitored and tracked through internal monitoring and reporting systems, reviews, and internal and external audits.
G4-45 b)	Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.	Our approach to reporting	IR 2	'Views expressed by stakeholders through direct interviews by an external party. Targeted participating stakeholders included investors, media and market analysts, NGO leaders and customers...'
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.	Governance of sustainability	IR 22	Our audit and risk committee reviews and monitors the effectiveness of our internal controls and risk management systems, which have a direct impact on how we identify and manage sustainability issues. It also oversees our reporting on sustainability, including third-party assurance.
G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	Corporate governance report	IR 79	Refer to meeting attendance tables.
G4-48	Report the highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material aspects are covered.	Governance of sustainability	IR 22	Our audit and risk committee reviews and monitors the effectiveness of our internal controls and risk management systems, which have a direct impact on how we identify and manage sustainability issues. It also oversees our reporting on sustainability, including third-party assurance.
G4-51 a)	Report remuneration policies for the highest governance body and senior executives by type.	Remuneration report	IR 100	Package design/executive director total remuneration at different levels of performance 'The table below summarises the structure and design of the remuneration packages of each executive applicable from 2017.'
G4-51 b)	Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.	Remuneration philosophy and policy	IR 93	Part 2: Remuneration philosophy and policy
G4-52	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management.	Remuneration report	IR 92	No director or executive is involved in deciding their own remuneration. In 2016, the committee received advice from Anglo American plc's human resource department and PwC South Africa, as independent advisers.

GRI INDEX continued

Indicator	Description	Section	Page(s)	Value
Ethics and integrity				
G4-56	Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	Corporate governance report S&SD committee report	IR 80, 81 IR 90	Core values: integrity and accountability
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity, such as helplines or advice lines.	Ethical culture	IR 77	Principle 1, principle 2, key policies...
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	Administration	Appendices	FRAUD LINE – SPEAKUP Anonymous whistleblower facility 0800 230 570 (South Africa) angloplat@anglospeakup.com
G4. EC1 a)	Report the direct economic value generated and distributed on an accruals basis.	Direct value added to South Africa	IR 37	Revenue: R61,960,000,000 Value added by operations: R26,029,000,000 Salaries, wages, and other benefits: R13,825,000,000 Tax charges: R3,455,000 Providers of capital: R1,465,000,000
G4. EC2	Report risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue or expenditure.		SR 29	
G4. EC3 a)	Coverage of the organisation's defined benefit plan obligations.		Annual financial statements	Not reported
Indirect economic impacts				
G4. EC7 a)	Development and impact of infrastructure investments and services supported: ▪ Report the extent of development of significant infrastructure investments and services supported.	Managing stakeholder expectations and maximising community benefit	SR 20	"In 2016, we finalised the agreement with the Road Agency Limpopo and Department of Public Works to construct a 20km D road at Twickenham. Amplats will contribute R47 million to the project, which is expected to create over 100 local jobs. The Road Agency has appointed a local contractor to begin construction. In addition, the mine completed another 2km road in Twickenham."
G4. EC7 b)	Report the current or expected impacts on communities and local economies. Report positive and negative impacts where relevant.	Managing stakeholder expectations and maximising community benefit	SR 20	100 local jobs are expected to be created and construction of new roads in Twickenham.
G4. EC7 c)	Report whether these investments and services are commercial, in-kind, or pro bono engagements.	Managing stakeholder expectations and maximising community benefit	SR 20	These investments and services are pro bono.

GRI INDEX continued

Indicator	Description	Section	Page(s)	Value
Procurement practices				
G4. EC9 a)	Proportion of spending on local suppliers at significant locations of operation.			Not reported
Category: Environmental				
Energy				
G4. EN5 a)	Energy intensity ratio.			Not reported
G4. EN5 b)	Report the organisation-specific metric (the ratio denominator) chosen to calculate the ratio.			Not reported
G4. EN5 c)	Report the types of energy included in the intensity ratio: fuel, electricity, heating, cooling, steam, or all.			Not reported
G4. EN5 d)	Report whether the ratio uses energy consumed within the organisation, outside it or both. (Implied but not stated).			Not reported
G4. EN6 a)	Reduction of energy consumption: ▪ Report the amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples.	Meeting our energy and carbon targets	SR 28	1,902 terajoules (24,628 terajoules consumed against annual business unit target of 26,530 terajoules).
G4. EN6 b)	Report the types of energy included in the reductions: fuel, electricity, heating, cooling, and steam.			Not reported
G4. EN6 c)	Report the basis for calculating reductions in energy consumption such as base year or baseline, and the rationale for choosing it.	Meeting our energy and carbon targets	SR 28	2010
G4. EN6 d)	Report standards, methodologies, and assumptions used.			Not reported
Water				
G4. EN8 a)	Total water withdrawal by source.	Environmental indicators	IR 139	Total: 32,687ML ³ Potable water from external source: 12,327ML ³ Non-potable water from external source: 1,497ML ³ Water or second-class water used: 8,524ML ³ Surface water: 4,521ML ³ Groundwater: 5,826ML ³
G4. EN8 b)	Report standards, methodologies, and assumptions used.			Not reported
Emissions				
G4. EN19 a)	Reduction of greenhouse gas (GHG) emissions.	Results and targets	IR 25, 48	2016 target = 5,766kt CO ₂ e = 5,766,000t CO ₂ e 2016 actual = 5,579kt CO ₂ e = 5,579,000t CO ₂ e Total reduction of 3%.
G4. EN19 b)	Report gases included in the calculation.	Glossary	SR 53	CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆
G4. EN19 c)	Report the chosen base year or baseline and the rationale for choosing it.			Not reported
G4. EN19 d)	Report standards, methodologies, and assumptions used.			Not reported
G4. EN19 e)	Report whether the reductions in GHG emissions occurred in direct (scope 1), energy indirect (scope 2), other indirect (scope 3) emissions.	Results and targets	IR 139	Scope 1 and 2 only

GRI INDEX continued

Indicator	Description	Section	Page(s)	Value
Effluents and waste				
G4. EN23 a)	Total weight of waste by type and disposal method.	Environmental indicators	IR 140	Hazardous to landfill 15.51kt Hazardous incinerated 0.00kt Non-hazardous to landfill 5.82kt
G4. EN23 b)	Report how waste disposal method has been determined.			Not reported
G4. EN24 a)	Total number and volume of significant spills.			Zero
G4. EN24 b)	For spills reported in the financial statements, report additional information for each spill: ▪ Location, volume, material of spill.			Not applicable
G4. EN24 c)	Report the impacts of significant spills.			Not applicable
Products and services				
G4. EN27 a)	Extent of impact mitigation of environmental impacts of products and services.	Managing resource availability and environmental performance	SR 29	"Our ECO2MAN energy and GHG management programme identifies and drives GHG reduction initiative... an additional 857 637Mt CO ₂ e in 2016 (saving an estimated R585 million)."
G4. EN27 b)	If use-oriented figures are employed, report the underlying assumptions regarding consumption patterns or normalisation factors.	N/A	N/A	N/A
Compliance				
G4. EN29 a)	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Operations review – environment	IR 48	R0
G4. EN29 b)	Where organisations have not identified any non-compliance with laws or regulations, a brief statement of this fact is sufficient.	N/A	N/A	No incidents of non-compliance identified in 2016.
Overall				
G4. EN31	Total environmental protection expenditures and investments by type: ▪ Waste disposal, emissions treatment and remediation costs. ▪ Prevention and environmental management costs.	Operations review – environment	IR 49	R96.6 million

GRI INDEX continued

Indicator	Description	Section	Page(s)	Value
Category: Social				
Subcategory: Labour practices and decent work				
Employment				
G4. LA1 a)	Total number and rates of new employee hires and employee turnover by age group, gender, and region.	Human resources indicators	IR 138	Turnover only
G4. LA1 b)	Report the total number and rate of employee turnover during the reporting period, by age group, gender and region.	Human resources indicators	IR 138	Age: 20-30 – 0.86% 31-40 – 2.61% 41-50 – 1.79% 51-60 – 2.71% 61-70 – 0.04% Gender: 0.68% female 7.32% male Region: Gauteng 0.15% Limpopo 5.13% Mpumalanga 0.01% North West 2.56% Zimbabwe 0.14%
Labour/management relations				
G4. LA4 a)	Minimum notice periods on operational changes, including whether these are specified in collective agreement:			Not reported, but included in collective agreements
G4. LA4 b)	For organisations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.			Specified
Occupational health and safety				
G4. LA6 a)	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender: Report types of injury, injury rate (IR), occupational diseases rate (ODR), lost day rate (LDR), absentee rate (AR) and work-related fatalities, for the total workforce (that is, total employees plus supervised workers), by: <ul style="list-style-type: none"> Region. Gender. 	Safety indicators	IR 135-136	By region: Zimbabwe (Unki Mine): LTIFR = 0.17/TRCFR = 0.82/number of fatalities = 0/FIFR = 0 South Africa: LTIFR = 0.73/TRCFR = 1.05/ Number of fatalities 7/FIFR 0.013 Amplats group: LTIFR 0.73/TRCFR 1.05/number of fatalities 7/FIFR 0.013 Types of injury segmented by age is not reported. Occupational disease not categorised by region or gender.
G4. LA6 b)	Report types of injury, injury rate (IR), occupational disease rate (ODR), lost day rate (LDR), absentee rate (AR) and work-related fatalities for independent contractors working on-site to whom the organisation is liable for the general safety of the working environment.			Not reported
G4. LA6 c)	Report the system of rules applied in recording and reporting accident statistics.			Not reported

GRI INDEX continued

Indicator	Description	Section	Page(s)	Value
Training and education				
G4. LA10 a)	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Safeguarding our employees and communities	SR 12	Engineering training, leadership development, developing young professionals, operational risk management process, and adult basic education and training.
G4. LA10 b)	Report on the transition assistance programmes provided to facilitate continued employability and management of career endings resulting from retirement or termination of employment.			Not reported
Diversity and equal opportunity				
G4. LA12 a)	Composition of governance bodies and breakdown of employees per category by gender, age group, minority group membership, and other indicators of diversity.	Our board	IR 71	Gender: 83% male, 17% female. Age group: 25% 40-50, 42% 50-60, 25% 60-70. Minority groups: 42% historically disadvantaged South Africans (HDSAs) Board skills and experience: 25% stakeholder, 25% strategy, 22% risk management and 28% governance, compliance and legal Note: 8% is not accounted for. Composition by age is incorrect. 16.67% 40-50, 58.33% 50-60, 25% 60-70
G4. LA12 b)	Report the percentage of employees per category in each of the following diversity categories: <ul style="list-style-type: none"> Gender. Age group. Minority groups. Other indicators of diversity where relevant. 	Human resources indicators	IR 137	Gender: 15% female, 85% male Age: not reported. Minority groups: 83.62% Note: Zimbabwean workforce is not accounted for.
Subcategory: Society				
Compliance				
G4. SO8 a)	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations. Cases brought through dispute resolution mechanisms.	Stakeholder engagement and issues	IR 34 IR 49	Twickenham project was issued a notice under the MPRDA (section 47) for non-compliance with the local economic development component of its social and labour plan. Regulatory (Section 54) stoppages and non-compliance (section 55) notices issued across our operations.
G4. SO8 b)	If the organisation has not identified any non-compliance with laws or regulations, a brief statement of this fact is sufficient.	N/A	N/A	No incidents of non-compliance identified.
G4. SO8 c)	Report the context against which significant fines and non-monetary sanctions were incurred.	N/A	N/A	N/A

GRI INDEX continued

Indicator	Description	Section	Page(s)	Value
Product responsibility				
Compliance				
G.4 PR9 a)	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Operations review	IR 49	None
G.4 PR9 b)	If the organisation has not identified any non-compliance with laws or regulations, a brief statement of this fact is sufficient.	Operations review	IR 49	'During the year, no fines or non-monetary sanctions for noncompliance with environmental regulations, licences or permits were imposed by authorities on any of our managed operations in South Africa or Zimbabwe.'

GLOSSARY

ACP:	Amplats converting process, a pyrometallurgical process used at the Waterval Smelter Complex in Rustenburg.	Concentrating:	The process of separating milled ore into a waste stream (tailings) and a valuable mineral stream (concentrate) by flotation. The valuable minerals in the concentrate contain almost all the minerals found in base and precious metals. They are treated further through smelting and refining to obtain pure metals: Au, Cu, PGMs and Ni (see relevant entries for full names).
Aids:	Acquired immune deficiency syndrome, a disease of the immune system caused by HIV infection.	Cu:	The symbol for the chemical element known as copper.
AMCU:	Association of Mineworkers and Construction Union.	DMR:	Department of Mineral Resources.
Au:	The symbol for the chemical element known as gold.	DWS:	Department of Water and Sanitation.
Base metal:	A common metal that is not considered precious, eg copper, tin or zinc.	EBIT:	Earnings before interest and tax.
BBBEE:	Broad-based black economic empowerment. This is a broadening of earlier BEE (see below) policy and attempts to spread the benefits of economic empowerment to the widest possible spectrum of black South Africans.	Equivalent refined platinum:	Mine production and purchases of metal in concentrate, converted to equivalent refined platinum production using Amplats' standard smelting and refining recoveries.
BEE:	Black economic empowerment, a policy of the South African government aimed at increasing the access of black South Africans to productive assets. It seeks to 'promote new opportunities for and increase the levels of participation of black people in the ownership, management and control of economic activities'.	Energy use:	Sum of energy from electricity purchased, total energy from fossil fuels and total energy from renewable fuels.
Bio-remediation:	Treatment or waste-management technique that uses naturally occurring organisms to break down hazardous substances into less toxic or non-toxic substances.	FIFR:	The rate of fatalities, calculated as the number of fatalities per 200,000 hours worked.
BRPM:	Bafokeng-Rasimone Platinum Mine.	Flotation:	In the flotation process, milled ore is mixed with water to form pulp, which is passed through a series of agitating tanks. Various chemicals are added to the pulp in a sequence that renders the valuable minerals hydrophobic (water-repellent) and the non-valuable minerals hydrophilic (strong affinity for water). Air is dispersed through the tanks and rises to the surface. The hydrophobic particles attach to rising air bubbles and are removed from the main volume of pulp as a soapy froth. In this manner, various combinations of flotation cells in series are used to produce a concentrated stream of valuable mineral particles, called the concentrate, and a waste pulp stream, called tailings.
CDP:	An independent not-for-profit organisation that acts as an intermediary between shareholders and corporations on all issues related to climate change. It provides the global marketplace with primary climate-change data gathered from the world's largest corporations.	GHG:	Greenhouse gas. As outlined in the Kyoto protocol to the United Nations framework convention on climate change (1998), GHGs comprise: carbon dioxide (CO ₂); methane (CH ₄); nitrous oxide (N ₂ O); hydrofluorocarbons (HFCs); perfluorocarbons (PFCs); and sulphur hexafluoride (SF ₆). The term refers to gaseous constituents of the atmosphere, both natural and anthropogenic, that absorb and remit infrared radiation.
CO₂:	Carbon dioxide.	GJ:	Gigajoule (109 joules).
Company-managed land:	An area of land under the direct management of the company. It includes company-owned land, land managed/mined on behalf of third parties, land leased from third parties, company land leased to third parties, land under servitude, land set aside for biodiversity offsets, etc at the end of the reporting period. The parameter excludes privately owned land above company mineral/mining rights areas, and undeveloped projects/prospects where the land does not yet fall under the direct management or ownership of the company. It also excludes prospecting licences and claims.	Grade:	The mass of desired metal(s) in a given mass of ore. Ores bearing PGMs are normally low-grade. Grades are usually expressed as grams per tonne, equivalent to parts per million.

GLOSSARY continued

Greenhouse gas emissions, CO₂ equivalent:	Quantity of CO ₂ from electricity purchased and generated internally. Conversion factors used are those recommended by the Intergovernmental Panel on Climate Change. Gases include CO ₂ , CH ₄ , NO ₂ (nitrogen dioxide), HFCs, PFCs, SF ₆ and other CO ₂ equivalents (see GHG).	Level 3 incident:	An unplanned or unwanted event that results in medium impact, defined as: lasting for months; and/or affecting an extended area (measured in kilometres); and/or impacting a receiving environment that comprises largely natural habitat; and/or occurring in an area with moderate biodiversity value (determined using the Anglo American guideline for preparing biodiversity action plans). All estimated level 3 incidents should be classified and internally investigated to the appropriate level of detail to determine the root cause and prevent a repeat occurrence. Repeat or continuous level 3 incidents must be escalated to level 4 if the impact is not mitigated within the scheduled time appropriate to the severity. A level 3 incident triggers specific reporting and investigative procedures. It is reported to senior Amplats management and the authorities in terms of the National Water Act and National Environmental Management Act.
HDSA:	Historically disadvantaged South African. Refers to 'any person, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa (Act 200 1993), came into operation'. The company definition of HDSAs includes employees classified as African, Asian, coloured or female.	Level 4 incident:	This is a significant incident and refers to an unplanned or unwanted event that results in major impact, defined as: having a long-term and/or affecting the catchment on a sub-basin scale; and/or impacting a receiving environment that has a sensitive natural habitat; and/or occurring in an area with high biodiversity value (determined using the Anglo American guideline for preparing biodiversity action plans). All estimated level 4 incidents will trigger a formal independent investigation as covered in Anglo American's procedure for incident reporting and investigation, and will be subject to specific reporting and investigation protocols. Reporting to the authorities is done in terms of the National Water Act and National Environmental Management Act.
ISO:	International Standards Organisation. Published in 1996 by the International Organisation for 14001 Environmental Standardisation, it specifies actual requirements for an environmental management system.	Level 5 incident:	This is a significant incident and refers to an unplanned or unwanted event that results in major impact, defined as: having a permanent impact on the environment; and/or affecting a catchment area on a whole-basin scale; and/or impacting a receiving environment classified as having highly sensitive natural habitats; and/or occurring in an area with very high biodiversity value (determined using the Anglo American guideline for preparing biodiversity action plans). All estimated level 5 incidents trigger a formal independent investigation as covered in Anglo American's procedure for incident reporting and investigation, and will be subject to the same reporting and investigation protocols. Reporting to the authorities is done in terms of the National Water Act and National Environmental Management Act.
Land under group charge:	Includes land falling under the direct management of the group (including all land owned, leased or covered by surface rights), but excludes land not falling under its direct management and prospecting rights.		
Level 1 incident:	An unplanned or unwanted event that results in minor impact, defined as: lasting for a week or less; and/or affecting a small area (measured in metres); and/or impacting a receiving environment that is highly altered with no sensitive habitats; and/or occurring in an area with no biodiversity value (urban/industrial area). All level 1 incidents should be classified and investigated to the appropriate level of detail to determine the root cause and prevent a repeat occurrence. They do not have to be reported to the authorities. Repeat or continuous level 1 incidents must be escalated to level 2 if the impact is not mitigated within the scheduled time appropriate to the severity.		
Level 2 incident:	An unplanned or unwanted event that results in low impact, defined as: lasting for weeks; and/or affecting a limited area (measured in hundreds of metres); and/or impacting a receiving environment that is altered with little natural habitat; and/or occurring in an area with low biodiversity value. All level 2 incidents should be classified and investigated to the appropriate level of detail to determine the root cause and prevent a repeat occurrence. They do not have to be reported to the authorities. However, repeat or continuous level 2 incidents must be escalated to level 3 if the impact is not mitigated within the scheduled time appropriate to the severity.		

GLOSSARY continued

LTI:	Lost-time injury. Refers to an injury resulting in the person being unable to attend/return to work to perform the full duties of his/her regular work, as per the advice of a suitably qualified medical professional, on the next calendar day after the injury.
LTIFR:	Lost-time injury frequency rate. The number of lost-time injuries (see entry) per 200,000 hours worked.
mg/Nm³/hour:	Milligrams per cubic metre per hour under normal conditions, where normal conditions are defined as a temperature of 20° C and a pressure of 1.01 bar.
MPRDA:	Mineral and Petroleum Resources Development Act 28 2002.
NWS:	National Waste Strategy.
NEMA:	National Environmental Management Act 107 1998.
NEMWA:	National Environmental Management: Waste Act 59 2008.
NEMAQA:	National Environmental Management: Air Quality Act 39 2004.
Ni:	Nickel.
NIHL:	Noise-induced hearing loss.
NOx emissions:	Emissions of nitrogen oxides from diesel engines.
OHSAS 18001:	Occupational Health and Safety Assessment Series, which provides specifications for management systems for occupational health and safety.
Particulates:	Particulate matter consists of airborne particles in solid or liquid form. Particles are a type of air pollution that commonly affects people's health. 'Big' particles are between 2.5 and 10 micrometres in size and are named PM10. 'Small' particles are under 2.5 micrometres in size. They are named PM2.5 and cause more severe health effects. Amplats' data on particulates refers to the mass of particulates released to atmosphere from point sources in the reporting period.
PGMs:	Platinum group metals. Six elemental metals of the platinum group, nearly always found in association with one another. Some texts refer to PGEs (platinum group elements). The metals are platinum, palladium, rhodium, ruthenium, iridium and osmium.
PJ:	Petajoule (1,015 joules).
Primary activities:	Activities in an operation to produce product(s), including dust suppression in the operational area.

Pt:	Platinum.
Pt oz:	Equivalent refined platinum ounce(s). Equivalent ounces are mined ounces expressed as refined ounces.
Scope 1 and 2 emissions	Total CO ₂ emissions from fossil fuels and electricity purchased.
Section 54 stoppage:	Issued when a mining inspector orders a work stoppage after a death or other accident at a mine, or when the inspector believes working conditions are unsafe. Such stoppages are legislated by section 54 of the Mine Health and Safety Act.
SLPs:	Social and labour plans. Stipulated in the MPRDA (see entry), these plans aim to promote employment in South Africa and advance the social and economic welfare of all South Africans, while ensuring economic growth and socio-economic development in the country.
SO₂ emissions:	Mass of SO ₂ released from point sources and fugitive emissions to atmosphere in the reporting period.
Tailings:	That portion of ore from which most valuable material has been removed by concentration, and which is therefore low in value and rejected.
TB:	Pulmonary tuberculosis refers to tuberculosis of the respiratory organs, confirmed by positive sputa microscopy or culture for mycobacterium tuberculosis.
Terajoule	Measure of energy, one terajoule = 1,000,000,000,000 joule (10 ¹²).
Tonne:	Unless otherwise defined, this refers to a metric tonne (1,000kg).
Total water consumed	The sum of water used for primary activities and water used for non-primary activities.
Total water use for non-primary activities:	Total new or make-up water entering the operation and used for non-primary activities such as recreational facilities.
tpm:	Tonnes per month.
TRCFR (total recordable case frequency rate):	The sum of the number of medical treatment cases plus lost-time injuries plus fatal injuries per 200,000 hours worked.
Water used for primary activities:	Total new or make-up water entering an operation and used for the operation's primary activities. This definition includes mine dewatering water used for primary activities, but excludes internally recycled water and mine dewatering water discharged to surface or evaporated and not used for any primary activities.

ADMINISTRATION

DIRECTORS

Executive directors

C Griffith (chief executive officer)
I Botha (finance director)

Independent non-executive directors

MV Moosa (independent non-executive chairman)
RMW Dunne (British)
NP Mageza
NT Moholi
D Naidoo
JM Vice

Non-executive directors

M Cutifani (Australian)
R Médori (French)
AM O'Neill (British)
AH Sangqu

Alternate directors

PG Whitcutt (alternate director to R Médori)

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HR-RELATED QUERIES

Job opportunities: www.angloamericanplatinum.com/careers/job-opportunities

Bursaries, email: bursaries@angloplat.com

Career information: www.angloamericanplatinum.com/careers/working-at-anglo-american-platinum

Anglo American Platinum Limited

Incorporated in the Republic of South Africa

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