

Environmental, social and governance report 2021



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Front cover: Water sampling, Der Brochen



Refers to other pages in this report



Supporting documentation on the website:
Integrated annual report 2021

Full annual financial statements (AFS)

Full Ore Reserves and Mineral Resources
report



Notice of annual general meeting
[www.angloamericanplatinum.com/
investors/annual-reporting/2021](http://www.angloamericanplatinum.com/investors/annual-reporting/2021)



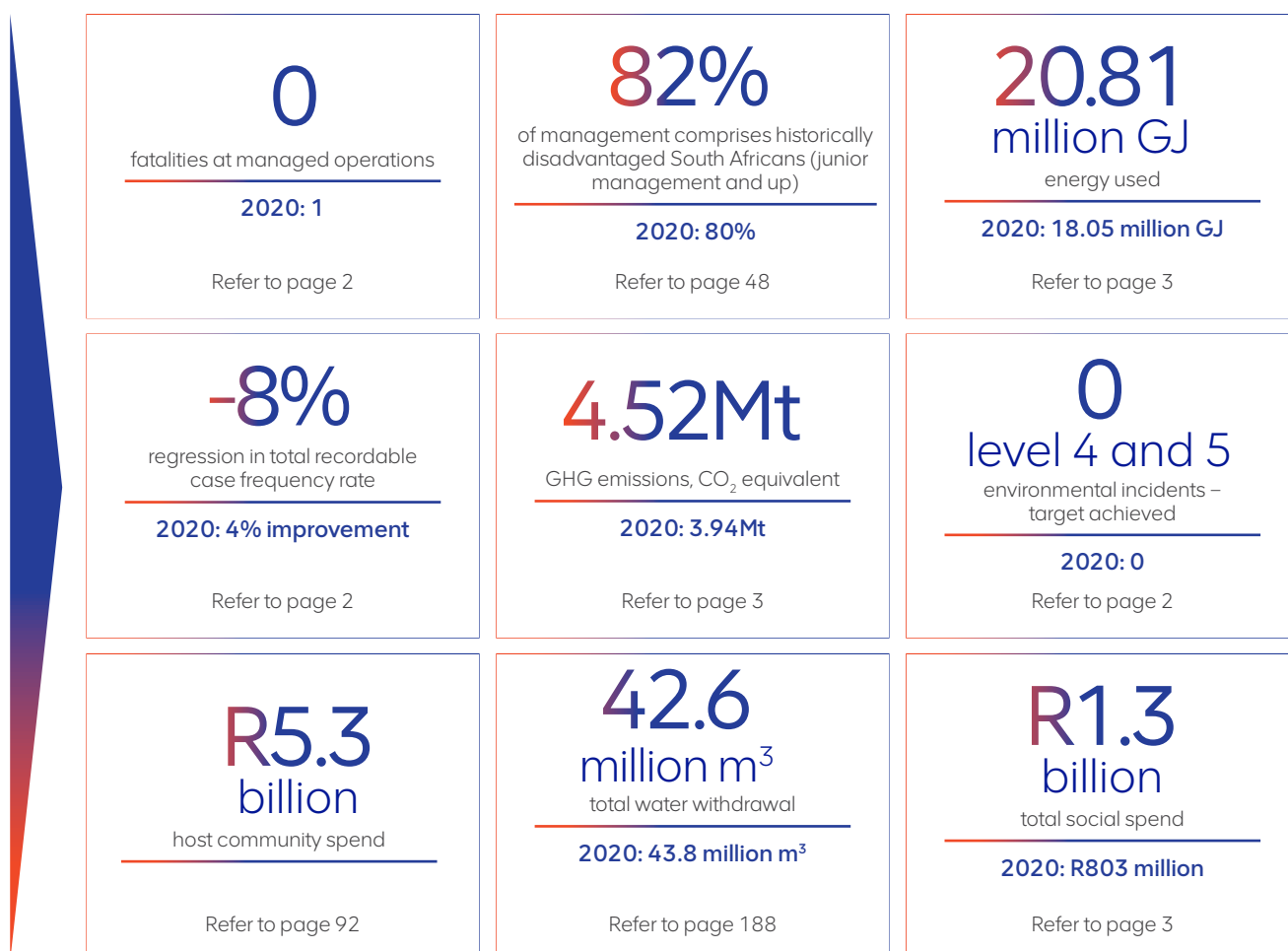
High assurance



Moderate assurance

Sustainability performance at a glance

Key sustainability indicators












ESG ranking highlights

Anglo American Platinum has again demonstrated leading environmental, social and governance (ESG) performance in 2021, with our strong management of environmental, social and governance issues reflected in global rankings by leading agencies:









- **ISS** ranked us as Prime, indicating that we meet the demanding ESG requirements stipulated by ISS corporate rating methodology, since September 2020.
- **Sustainalytics**: our overall ranking improved, entrenching the company as a strong ESG performer among our peers in the precious metals sector. Our ESG-related disclosure follows best practice, with strong oversight at board and leadership levels signalling strong accountability to investors and the public.
- **FTSE Russell** again ranked Anglo American Platinum as the ESG leader among the top 5 platinum and precious metal peers. We maintained the highest ratings for overall ESG (4.5), environmental (3.9), social (4.7) and governance (5.0).
- **FTSE/JSE Responsible Investment Index**: we remained a constituent of the top 30 index.
- Maintained inclusion in **Bloomberg Gender-Equality Index** in 2021.
- **IRMA 75** certification was achieved by Unki Mine, demonstrating a high level of responsible mining.

 <p>SUSTAINALYTICS</p> <p>Best-practice disclosure</p>	 <p>FTSE4Good</p> <p>ESG leader in sector, top 30 index since inception</p>	 <p>Corporate ESG Performance RATED BY ISS ESG Prime</p> <p>Prime</p>	 <p>CDP DISCLOSURE LEADERS ACTION</p> <p>A- rating for climate change A- for water security</p>	 <p>Bloomberg Gender-Equality Index</p> <p>Second inclusion</p>	 <p>S&P Global</p> <p>S&P Global Yearbook status top 15% in industry</p>	 <p>IRMA</p> <p>75 level of performance for Unki Mine</p>
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Sustainability commitments – 2021 results

Objective areas	2021 target	2021 performance	
Mineral policy and legislative compliance  Trusted corporate leader	Measure	Performance	
	Mining goods	Mining goods	
	15.4% HDP	49% HDP	
	1.8% women/youth	12% women/youth	
	7.4% BEE-compliant	71% BEE-compliant	
	Mining services	Mining services	
	40% HDP	69% HDP	
	7% women	14% women	
	3% youth	6% youth	
	30% BEE-compliant	99% BEE-compliant	
	According to Section 28(2)c of the MPRDA requirements (2019 – 2024) HDPs in:		
	Top management (board): 50%	50%	
	Women in top management (board): 20%	42%	
	Executive management (PMC) ¹ : 50%	50%	
 Healthy environment	Zero level 4 and 5 environmental incidents	Target met – No level 4 or 5 environmental incidents reported	 
	Zero level 3 repeat environmental incidents	Target met – No repeat level 3 environmental incidents reported	 
	Zero environmental legal non-compliance directives	Target met – No environmental legal non-compliance directives	 

¹ PMC: platinum management committee.

Objective areas	2021 target	2021 performance	
Safety and health  Critical foundations	Zero fatalities	Zero fatalities	 
	TRCFR (per million hours) lower than 2.23	2.60 TRCFR per million hours worked	 
	HIV management: 90% of at-risk population knowing their status	92% of employees know their HIV status	 
	HIV management: 90% of HIV-positive undergoing treatment (on ART)	93% of known HIV-positive employees are on ART	

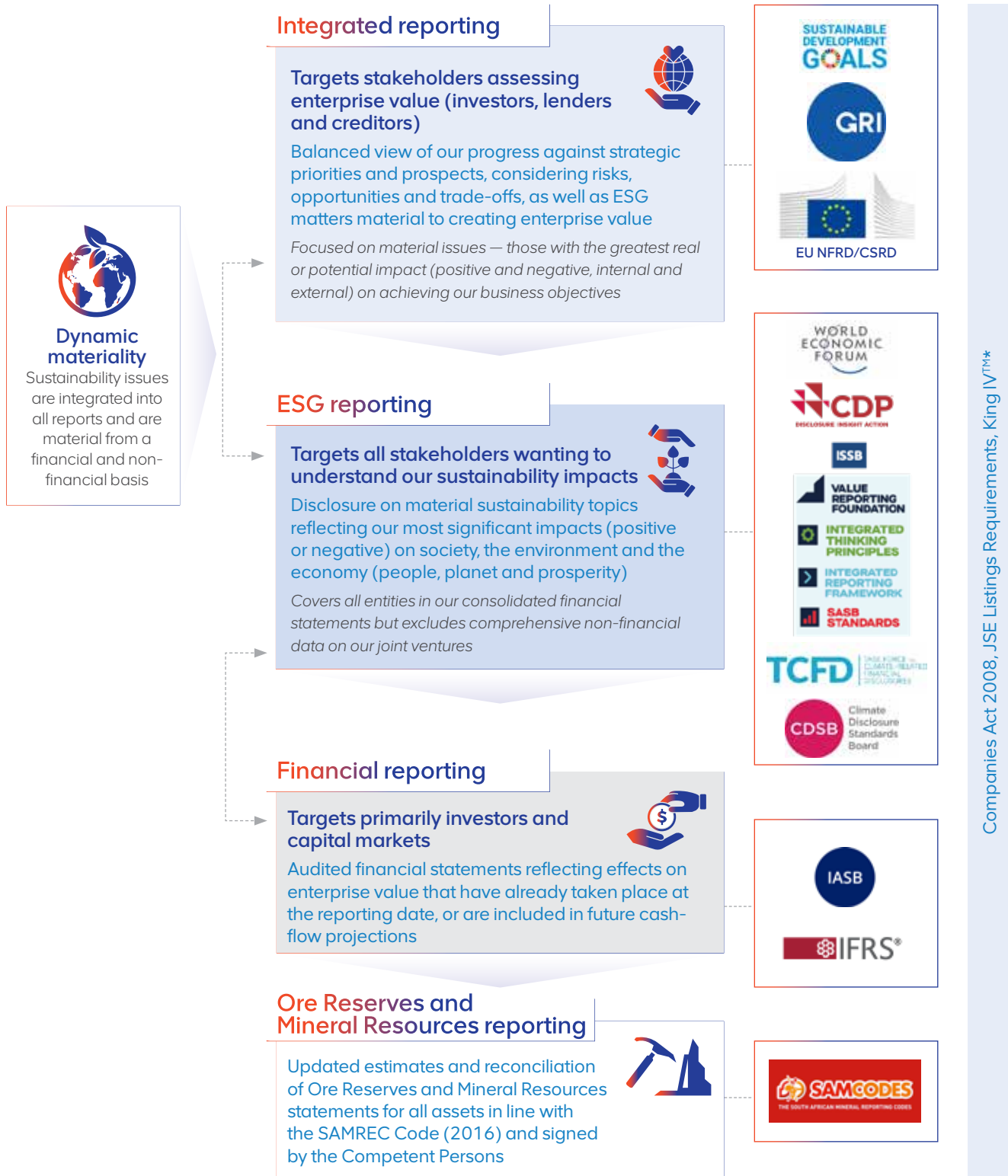
Objective areas	2021 target	2021 performance	
<div>Community development</div> <div> Thiving communities</div>	Implementation of second-generation social and labour plans	<p>SLP2 (2016–2020)</p> <p>80% of projects have been completed across all sites, excluding Twickenham (2017–2021) which is at 40% completion. Implementation of the SLP2 projects was impacted due to Covid-19 restrictions, community disruption and contractor performance that affected material delays, access to the sites and execution.</p> <p>Significant progress achieved in the final quarter of 2021 amid these challenges. Amandelbult SLP2 projects have reached practical completion (project scope delivered), now awaiting hand-over to beneficiaries in Q1 2022. Municipal council resolution to begin construction of Mmalepetleke Sports Facility in Mogalakwena was secured in Q4 2021. The special presidential package SLP2 commitment has not been fulfilled since the Waterberg district has not provided any project as part of the 2016 agreement.</p> <p>SLP3 (2021–2025)</p> <p>Front-end loading (FEL) assessment requirements for SLP3 infrastructure projects completed for Mogalakwena and Der Brochen/Mototolo. The next project phase is to complete the early work design/feasibility assessments, design and procurement plans to deliver the SLP3 project scope within the committed five-year period. Procurement to appoint the principal agent to oversee project implementation started in December 2021. SLP3 project list for Amandelbult was finalised and submitted to DMRE in early December 2021 and FEL work will begin Q1 2022.</p>	
	1% after-tax profit to be spent on community development	<p>Total social investment amounted to R1.3 billion (1.6% of net profit after tax)</p> <ul style="list-style-type: none">– Corporate social performance spend was R688 million (this included R400 million for the WeCare initiative and R33 million for the Yes 4 Youth programme)– SLP expenditure of R206 million– Unki spend of R11 million– Dividends paid out for community shareholdings in Atomatic and Alchemy of R381 million– We did not meet the target in 2021 given the once-off costs of processing additional PGM ounces from work-in-progress inventory built up in the prior year due to ACP downtime.	
<div>Access to and allocation of natural resources</div> <div> Healthy environment</div>	<div>Energy</div> <ul style="list-style-type: none">– Energy used: 20.17 million GJ– Energy intensity: 0.788 GJ/tonne milled– Premised on the trend required to achieve 2030 targets for 30% reduction (off 2016 baseline).	<div></div> <ul style="list-style-type: none">– Energy used: 20.81 million GJ– Energy intensity: 0.841 GJ per tonne milled– Energy used has reduced from 2017, but intensity has remained flat.	<div></div> <div></div>
	<div>CO₂ emissions</div> <ul style="list-style-type: none">– CO₂(e): 4.51 million tonnes– Carbon (CO₂(e)) intensity: 0.176 tonnes CO₂/tonne milled– Premised on the trend required to achieve 2030 targets for 30% reduction (off 2016 baseline).	<ul style="list-style-type: none">– CO₂(e): 4.52 million tonnes– The grid emission factor was retrospectively increased from 1.04 to 1.6 from July 2021, resulting in an unplanned GHG emissions increase of 2% for the six months– Carbon intensity: 0.183 t CO₂(e) per tonne milled (above target)– Total CO₂(e) emissions have reduced from 2017, but CO₂(e) intensity has remained flat.	<div></div> <div></div>
	<div>Water</div> <p>Reduction in potable and raw-water consumption towards our 2030 reduction of fresh water goal:</p> <ul style="list-style-type: none">– 2021 potable water withdrawal target of 20.59ML/d– 2021 potable water intensity target of 0.294m³/tonne milled– 2021 raw water withdrawal of 8.35ML/d– 2021 raw water intensity target of 0.625m³/tonne milled– 2021 optimal use of effluent by Mogalakwena and ACP/Waterval smelter 18.57ML/d.	<p>Potable water* withdrawal of 18.1ML/d</p> <p>Potable water intensity of 0.267m³ per tonne milled</p> <p>Raw water* withdrawal of 6.12ML/d</p> <p>Raw water intensity of 0.485m³ per tonne milled</p> <p>Optimal use of effluent of 12.0ML/d</p>	<div></div> <div></div> <div></div> <div></div> <div></div>

 **Achieved/on target**
 **Not achieved/below target**
 **In progress**
 **2021 target was not met, but five-year positive trend or flat**

* Refer to glossary.

Approach to reporting

Our environmental, social and governance (ESG) report should be read with the integrated annual report, one of our primary communications with stakeholders and prepared mainly for providers of capital and investors. Aligned with global frameworks and best-practice guidelines, this report is targeted at our broader base of stakeholders, detailing our approach to sustainability, material issues, progress against targets and outlook. It covers the 12 months to 31 December 2021 and follows a similar report for the year to 31 December 2020.



Source: adapted from Incite drawing on materials developed by GRI, CDP, CDSB, Value Reporting Foundation and IFRS.

Note: the <IR> Framework of the International Integrated Reporting Council is now incorporated under Value Reporting Foundation.

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These reports are available on our website: www.angloamericanplatinum.com/investors/annual-reporting/2021

Assurance

Financial and sustainability aspects of our 2021 suite of reports are independently assured. The external assurer's report on specific sustainability indicators is on page 183.

Report content and boundary

Content is focused on material sustainability issues for managed operations in 2021 (refer materiality process in integrated report). We again enhance disclosure on our approach to governance and key decisions in the review period to highlight how our governance structures reduce risk and ensure we create value for all. Our business model (page 42 of the integrated annual report) illustrates how we consider our capitals and related trade-offs in creating enterprise value.

In determining the boundary for our reporting suite, we work outward from the core legal entity, Anglo American Platinum, to consider risks, opportunities and outcomes associated with other

entities or stakeholders that have a significant effect on our ability to create value.

For this report, we also consider sustainability-related financial information and disclosure frameworks such as the GRI Standards and the SASB standards of the Value Reporting Foundation.

Sustainability data for our joint ventures is available on their websites:

- Modikwa – African Rainbow Minerals (www.arm.co.za)
- Kroondal and Marikana – Sibanye-Stillwater (www.sibanyestillwater.com)
- Bokoni – Atlatza Resources (www.atlatza.com).

Approval of report

As mandated by the board, the safety and sustainable development (S&SD) and social, ethics and transformation (SET) committees acknowledge their responsibility for ensuring the integrity of the ESG report, and have applied their collective mind to the preparation and presentation of this report.

In our opinion, the 2021 ESG report is aligned with accepted global benchmarks for sustainability reporting, addressing all material matters to offer a balanced view of our sustainable

development strategy and how it relates to the company's ability to address impacts on society, the environment and the economy in the short, medium and long term.



Dorian Emmett
Chairman, S&SD committee



Nombulelo Moholi
Chairman, SET committee

CEO review



We are interdependent with stakeholders and dependent on the natural world. This informs our purpose to re-imagine mining to improve people's lives.

Natascha Viljoen
Chief executive officer

The Covid-19 pandemic has rewritten our daily lives. It has also challenged perceptions of how to lead in extreme times – times characterised by loss and uncertainty that have deepened inequality and fuelled social unrest in South Africa.

In the workplace, new issues have come to the fore: in the levels of attention and care required for mental wellbeing; more agile procurement practices; and novel opportunities and risks associated with digital platforms.

We are part of an ecosystem with interdependent relationships encompassing our stakeholders and the natural world. This informs our purpose to re-imagine mining to improve people's lives. We do this by creating shared value from the land's mineral wealth through the work of our teams and partners. Our strategic priority to be a leader in ESG touches on all of these elements.

Commitment must begin with our employees – ensuring their safety and health as well as their emotional wellbeing, helping them develop the skills to thrive, and mitigating the consequences of a protracted pandemic.

This focus paid off in zero fatalities for 2021 at own-managed mines. While we are very encouraged by this performance, our goal remains zero harm. This extends to our joint ventures and we are working with those partners after two fatalities at Kroondal in October 2021. During the year, we identified a worrying trend in the total recordable case frequency rate (TRCFR), which is a leading indicator that highlights potential risks. This has raised our vigilance over potential risks. We have halved our TRCFR in the last eight years and drew on this experience to introduce a focused plan at Amandelbult Mine.

For health and wellness, we continue to focus on mitigating the effects of the pandemic. By year end, we had recorded 7,282 positive cases with a recovery rate of 93%. Sadly, we have lost 67 colleagues to date to the pandemic and we send our heartfelt condolences to their loved ones, friends and colleagues. Our extensive workplace vaccination programme had reached 29,533 employees and contractors by year end, with 53% fully vaccinated.

Markets look promising as we see platinum group metals (PGMs) playing an increasingly important role in the shift to a low-carbon future. Our scenarios indicate that green hydrogen has the potential to significantly address scope 3 emissions across the Anglo American group. In addition to the emerging hydrogen economy, our research and venture-capital investments are finding ways for platinum-based catalysts to address challenges in health, food security and environmental management.

The PGM value chain offers significant opportunity for beneficiation, with potential for poverty alleviation and job opportunities. The need to maintain and create job opportunities is critical in South Africa, where unemployment – particularly among the youth – poses a systemic risk. This remains top of mind as we continue to pioneer safer mining through modernisation and automation. Similarly, as we progress the climate transition, we must ensure that it is not at the expense of jobs. Achieving this just transition and the United Nations' Sustainable Development Goals requires progress on multiple fronts, including many instances where trade-offs are simply unacceptable. Our ability to engage and partner in the downstream PGM value chain is key to our progress.

Each of our four strategic priorities contributes to our positive impact on people, planet and prosperity:

- **Being a leader in ESG** is most directly relevant to this report and our ability to deliver on the commitments in our sustainable mining plan. We are embedding ESG at the centre of our strategy and we see our economic imperative being a foundational enabler of our ESG performance. This is why we adopt the SDGs as a lens for our value contributions to society – they encapsulate economic contributions with ESG pillars. ESG considerations inform how we work and the decisions we make, including our capital allocation framework. Our FY21 performance and future plans are detailed in the pages that follow.
- **Stimulating markets and leveraging new capabilities** will grow our role in the low-carbon future. Recent developments include a fuel-cell electric vehicle (FCEV) partnership with Hyundai in the UK and exploring a zero-emissions hydrogen freight corridor in South Africa, in partnership with the government. Our work is presented on pages 21–33.
- **Go beyond resilience, thrive through change** is imperative in the face of bigger and more complex risks, many of which arise from systemic social and environmental trends. The critical foundations of our sustainable mining plan, including safety performance discussed under Our people, are part of this drive. In FY21, we made great strides to embed an operating model that will sustain safe, planned and reliable production in the face of further disruption.
- In **maximising value from our core**, we also discuss opportunities to scale our positive social and environmental impact through the value chain. See page 90 for our longer-term vision and collaborative local and regional socio-economic development work.

As expected, our energy intensity and carbon emissions increased for the year, largely due to a slower mining start-up in the first half to accommodate health protocols during the second Covid-19 wave. In other areas, performance has progressed according to plan.

- We are progressing towards our ultimate targets of improving energy efficiency and reducing absolute greenhouse gas (GHG) emissions 30% by 2030 (against a 2016 baseline) and zero scope 1 and 2 emissions by 2040.
- Construction of the 100MW solar plant at Mogalakwena will begin in FY22, the first of many renewable energy projects of scale across our company.
- The new SO₂ abatement plant at Polokwane smelter positions us at the forefront of the industry in dealing with this challenge.
- We are nearing our goal of zero hazardous and non-hazardous waste to landfill through our reuse and recycling programmes. In FY21, under 1% of our waste was sent to landfill.
- We have had no major environmental incidents (categorised as level 4–5) since 2013.

We remain focused on addressing the legacy of underdevelopment and high unemployment around our operations.

- We made good progress in creating the foundations to reset our relationships with mine communities. This complex process involves mostly traditional, rural communities challenged by a history of poor service delivery.
- We contracted mine community suppliers directly for the first time to transport concentrate to our processing operations, with a total contract value of R1.2 billion.
- We improved community participation in our social and labour plan projects, delivering water supply, schools, clinics and five centres to support victims of gender-based violence.
- Our financial wellness programme, Nkululeko, expanded to include a broader range of financial issues and has drastically reduced the indebtedness of our employees.
- Our Alchemy community share scheme, which extends to our employees' home communities in the Eastern Cape and North West provinces of South Africa and Southern African Development Community (SADC) countries, holds around 1.4 million unencumbered Anglo American Platinum shares, valued at some R2 billion at year end.

As we progress in FY22, several ESG headwinds remain on our radar:

- Social unrest in parts of South Africa
- Community unrest – Amandelbult, Mogalakwena, Eastern Limb and Rustenburg areas
- Continued impact of Covid-19 on supply chains, particularly those for commodity markets
- Risk of future waves of the virus affecting the health and wellness of employees
- Eskom power-supply reliability and loadshedding.

At the end of my first (very) full calendar year as CEO, I feel fortunate to be part of the leadership of this group. I know Anglo American Platinum people – and our stakeholders – will hold me to account in helping to grow the delivery of metals and minerals needed for our common future.



Natascha Viljoen
Chief executive officer

Our material issues

Re-imagining mining to improve people’s lives requires a long-term value approach. This in turn depends on creating and sharing value over the short, medium and longer term. Decisions taken by our leadership and personnel must constantly be informed by issues that really matter to our core purpose and positive-impact ambitions. Each year, we analyse the material issues that matter most to our stakeholders and our business. Cognisance of these issues supports our ability to deliver on the four strategic priorities. It also frames our integrated disclosure and communications with stakeholders.

What are the material issues?

The 2021 materiality process (page 74 of the integrated annual report) identified seven broad issues of particular relevance, as

indicated in the materiality matrix. Each of these issues falls in the high-impact/high-influence upper-right quadrant of the materiality analysis. They are presented in relation to their potential to impact the operational and financial results of our company (covered primarily in the integrated annual report), as well as their potential impact on people, planet and prosperity (covered primarily in this report).

As might be expected, our top material issues are hyper-connected, difficult to forecast and may present as risks, opportunities or both, depending on perspectives and changing circumstances. For this reason, they are of the utmost importance to our decision-making and the way we respond to them will be of significant interest to our stakeholders.

2021 materiality matrix



Our material issues

Seven primary material issues themes

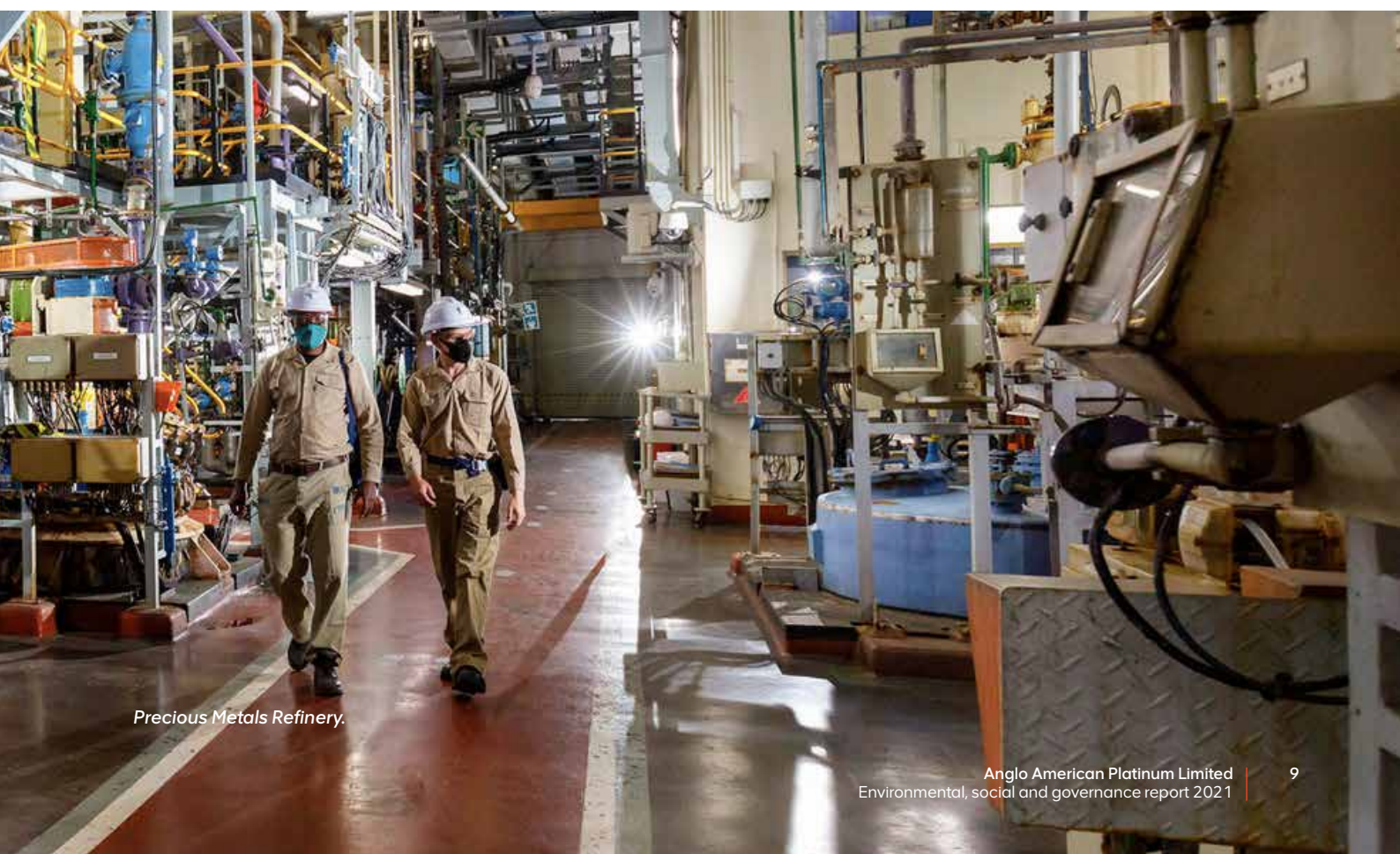
- | | |
|--|---|
| 1 Demand for PGM – economic | 5 Regulatory environment – social |
| 2 Climate change and decarbonisation – environment | 6 Responsible producer and responsible business – ethics/social |
| 3 Socio-economic environment – social | 7 Technology, innovation and future ways of work – economic |
| 4 Asset integrity – economic | |

Other material aspects and trends

- | | |
|--------------------------------------|----------------------------------|
| 8 Resettlement legacy issues | 15 Increased royalties and taxes |
| 9 Tailings storage facilities | 16 Water management |
| 10 ACP potential failure | 17 Fair wages |
| 11 Loss of skilled employees | 18 Business ethics |
| 12 Cost of Covid-19 | 19 Geopolitical uncertainty |
| 13 Employee wellness | 20 Product stewardship |
| 14 Physical impact of climate change | |

Critical foundations

- Zero harm
- Leadership and culture
- Human rights
- Inclusion and diversity
- Legal and compliance.



Precious Metals Refinery.

Our material issues continued

Material issues (risks/opportunities)	Potential impact on enterprise value	Potential impact on people, planet and prosperity	
1 Demand for PGMs (linked to electrification of the drivetrain)	Decarbonisation, including the development of fuel-cell technology, will influence electrification of the drivetrain for battery-electric vehicles and PGM demand, with associated impacts on PGM markets and prices.	Increased availability of decarbonisation technology may lower GHG emissions through new or accelerated transition pathways.	
2 Climate change and decarbonisation	Access to capital and markets will increasingly be impacted by decarbonisation performance relative to peers. Further development of carbon taxes may impact cost structures.	Climate change is underway and may be slowed, but not averted, by decreased GHG emissions. Significant social impacts, particularly in Africa, are already evident and likely to increase.	
3 Socio-economic environment	Failing social service delivery at all levels requires investment in backup systems and increases community expectations of mining operations. Maintaining and deepening the social licence to operate is an imperative.	Social systems do not adequately meet people's needs. Under greater strain from the pandemic and continued high unemployment, several communities are evidencing increased protests and unrest.	
4 Asset integrity (restore integrity of assets)	Shifting market dynamics – from commodity prices to demand – require assets that are reliable and able to flex to demand. Investors increasingly demand evidence of a long-term value approach.	Capitalising effectively on shifting market dynamics increases the value returned to society in the form of taxes, royalties and associated impacts of economic growth.	
5 Regulatory environment	The policy and legislative arena determines access to minerals and frames the context for our business model to derive and share value from the responsible extraction of those minerals.	Regulations provide a basic level of distributing the benefits of mining. Effective policies are also critical to ensuring investment in the mining sector.	
6 Responsible producer and responsible business	Investment portfolio tilts towards responsible business increasingly impact access to and cost of capital in all sectors, including extractives. Synergies exist in the interface of clean production, efficiency improvements and cost reductions.	Sustainability stretch goals, backed by technology and partnerships, will reduce environmental footprint and enhance positive social change. They also inspire employees who want to make a positive difference in the world.	
7 Technology, innovation and future ways of work	Competitive advantage requires modernisation and mechanisation. In South Africa, this must be achieved with due regard for job security. Beyond technology, access to young talent requires more agile and flexible ways of work.	Technology development faces skills limitations, raising local concerns about job security as new skills are sourced abroad. Corporate work offers significant opportunity for career advancement and personal development.	

Characteristics	Our response	Read more
Highly complex issue, with transition risks inherent in global phase-out of internal combustion engine (ICE) technology. Speed of transition not possible to accurately forecast. While clearly an area of opportunity for fuel-cell electric vehicles, it will also increase uncertainty.	<ul style="list-style-type: none"> – Enhance business agility, including supporting cost infrastructure and supply-chain resilience – Strategic oversight, including scenario modelling – Active collaboration in evolving South Africa's hydrogen economy – Active market and product development. 	Refer to pages 21–23
Climate change and the urgency of mitigation and adaption continues to grow in importance. While the direction of change is clear, it is not possible to forecast the speed. Collective efforts are necessary to achieve progress.	<ul style="list-style-type: none"> – Pursue carbon neutrality – Decarbonisation strategy – Just transition plan – Climate-change risk scenario modelling – Enhanced climate disclosure (TCFD, CDP). 	Refer to pages 58–63
As levels of inequality continue to rise, the government faces challenges. Collective effort is undoubtedly required, yet the political legitimacy to focus and challenge this effort has waned.	<ul style="list-style-type: none"> – Modernisation and mechanisation in context of just transition – Regional development, including sustainability post life-of-mine – Value-chain adjacencies, eg agriculture – Increase sourcing from local suppliers – Support local beneficiation – Upskill employees – Invest in mine community education. 	Refer to pages 84–100
Issue gained prominence with the failure of the ACP plant and associated downtime. Market dynamics require expanding capability in information, maintenance and investment management.	<ul style="list-style-type: none"> – Go beyond resilience, thrive through change approach – Tech-enabled preventive maintenance – Strategic capital investment – Meticulous governance of capital allocation – Value-chain optimisation – Purpose-led culture evolution. 	Refer to IAR pages 17 and 104–129
South Africa's mining legacy has not been all positive. But it is also true that the industry has been a leader in safer and more sustainable practices, as well as actively advocating for progressive developments such as the MPRDA and Section 28(2)c of the MPRDA.	<ul style="list-style-type: none"> – Leader in ESG/integrated sustainable mining plan – Ensure compliance, drawing from – and contributing to – global best practice – Use scenario analyses to complement legal requirements – Transparency on taxes and royalties – Transformation imperative – Progressive policy engagement. 	Refer to IAR pages 68–70
This arena is rife with issues and unintended consequences, eg rise of the so-called procurement mafia. While some trade-offs are inevitable, leaders are transcending trade-offs through innovative, design-led thinking.	<ul style="list-style-type: none"> – Stretch goals: zero fatalities circular value chain and carbon-neutral ambitions – Collaborate on regional economic development – Biodiversity stewardship – Ethical leadership – Governance, transparency and accountability – FutureSmart Mining, including precision technologies – Enhanced ESG data and analytics. 	Refer to pages 1, 15–19 and 78
The pandemic accelerated several mega trends that are transforming the nature and potential of mining. Technology, digitalisation and sustainability increasingly work together to achieve step-changes in progress.	<ul style="list-style-type: none"> – Fast-track technology innovation through FutureSmart Mining – Future-focused education and skills development – Foster access to diverse views – Flexible work environments – Young professionals programme – Employee relationship recognition agreements – Competitive remuneration and benefits – Team+ approach. 	Refer to IAR page 77



Sustainability strategy

Our ambition is to be a leader in the mining industry on ESG. To achieve this, our strategy is to fully implement the three pillars of our sustainable mining plan by:

- Developing trust as a corporate leader and providing ethical value chains and improved accountabilities to the communities we work with
- Enabling thriving communities by improving their health, quality of education, and access to employment and other opportunities
- Maintaining a healthy environment by creating waterless, carbon-neutral mines and delivering positive biodiversity outcomes.

Our sustainable mining plan sets out our commitment to stretch goals – driving sustainability outcomes through technology, digitalisation and our innovative approach to sustainable economic development.

Material matters discussed in this section

- Sustainable mining plan and stretch goals
- Performance in 2021
- Contribution to UN SDGs
- Sustainability governance.



Der Brochen Valley.

Sustainability strategy

The world is changing in ways we could not have anticipated a few years ago. Solutions demand bigger risks in a context of greater uncertainty. Mega trends in climate, technology, globalisation and demographics are shifting the understanding of value and driving disruption in profound ways. The risks – and opportunities – are material and unprecedented.

Anglo American Platinum has been steadily integrating sustainability and ESG factors over the past two decades and sustainability thinking is now evident in virtually every part of our business. It informs the strategic priorities for our business as well

as the established systems and procedures that make responsible operations possible. It is present in purpose-led commitments and targets across all functional areas that help to inform our actions and decision-making in relation to people, planet and prosperity.

How sustainability is integrated into our business



The sustainable mining plan

Aligned with our strategic commitment to be a leader in ESG, the sustainable mining plan (SMP) ensures our sustainability initiatives are effectively focused, coordinated and supported across all our operations.

Tailored to group, business-unit and local priorities in five-year plans for each mine and process operation, the SMP:

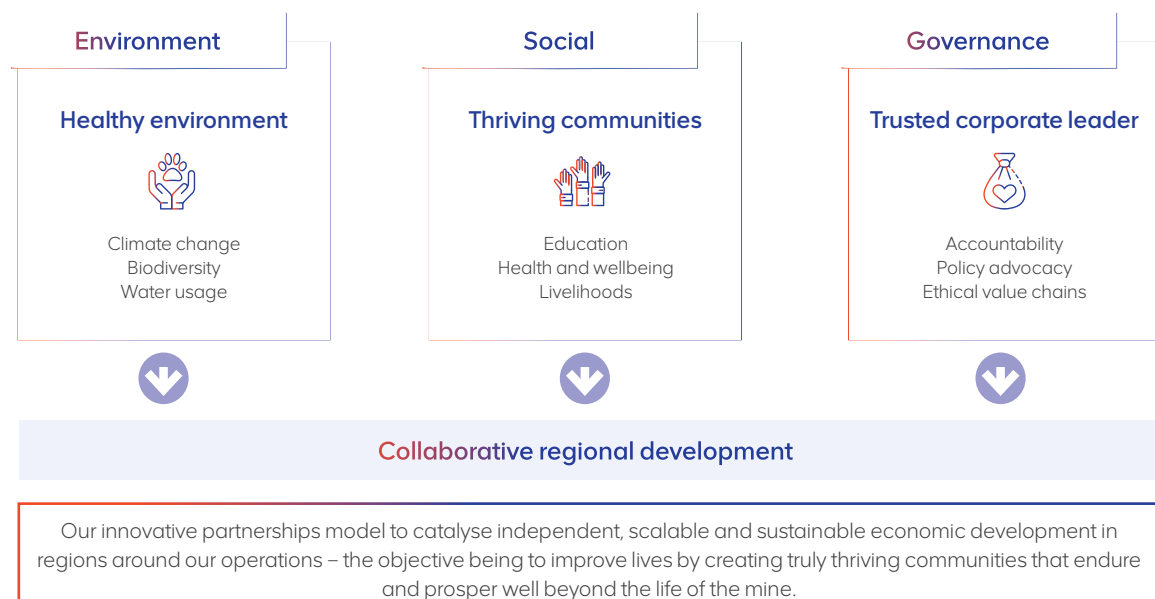
- Drives performance through stretch goals
- Encourages collaboration on regional development

- Ensures adherence to key minimum requirements (critical foundations) in ESG practice.

In each of these areas, we are enhancing sustainability performance and prospects by integrating technology, innovation and digitalisation. Technology integration has the potential to deliver step-change results across the mining value chain, scaling safety, environmental and social benefits while reinforcing the ethical credentials of our products.

Our plan has three global sustainability pillars, with three stretch goals under each one.

Our sustainable mining plan



Our five-year local plans

We have tailored five-year local plans for each of our sites to address the unique changes across our operations. We have aligned each of our global sustainability pillars and stretch goals.

Our critical foundations

The common requirements we have put in place to ensure we are operating all aspects of our business responsibly.

Leadership and culture

Zero harm

Human rights

Inclusion and diversity

Group standards and processes

Compliance with legal requirements

Performance overview

Global stretch goals

Our sustainability pillars – healthy environment, thriving communities and trusted corporate leader – each include three stretch goals aligned to the UN’s Sustainable Development Goals with targets to 2030 or beyond. They are deliberately ambitious and designed to challenge us to lead and innovate. Our performance against 2021 targets is presented in the tables that follow.

Critical foundations

The critical foundations form the common and minimum requirements that underpin responsible production. These policies and standards are informed by over a century of technical innovation and, more recently, learning in ESG practice. Compliance is driven through the local five-year plans. Performance in terms of the critical foundations is presented in relevant sections throughout this report.

Collaborative regional development



For mine host regions, we seek long-term, sustainable development. Aligned with our global stretch goals, progress must continue far beyond the life of a mine. Effective partnerships are

integral to this approach and we are working with community representatives, faith groups, businesses, government, academics and NGOs. We also collaborate with our mining peers, pooling resources to drive socio-economic development at greater scale. Regional spatial analyses have been completed for each region, assessing development potential for agriculture, tourism and other opportunities. Feasibility studies are underway to assess options and adjacencies.

Performance against our 2021 targets

Following the launch of the group’s sustainable mining plan in 2018, quick-start plans were developed at all mines and process operations for 2019–2020. Targets were extended to 2021 after the refocus enforced by the global pandemic. One of the critical tasks of the business was to achieve 90% compliance on 2021 initiatives of the sustainable mining plan (SMP). SMP compliance is tracked using quarterly smartworksheets for each asset (mine and process operations), with local champions providing updates as required. SMP compliance is calculated as an average across all mining sites and process operations. Further details appear in relevant sections of this report.

Healthy environment

Global stretch goal	Vision	2020 targets (extended into 2021)	SMP compliance in 2021	2030	2040
Climate change	To operate carbon-neutral mines.	<ul style="list-style-type: none"> Reduce GHG emissions by 22% relative to business-as-usual projection Reduce energy consumption by 8% relative to business-as-usual projection Implement four priority projects to meet 2030 targets. 	Carbon roadmaps developed to achieve carbon neutrality. 	<ul style="list-style-type: none"> Reduce net GHG emissions by 30% Improve energy efficiency by 30%. 	– Reach carbon-neutrality.
Biodiversity	To deliver net positive impact (NPI) across the company by implementing the mitigation hierarchy and investing in biodiversity stewardship.	<ul style="list-style-type: none"> NPI methodology, biodiversity value assessment and site-specific indicators in place at sites in high-risk environment An established biodiversity framework, supporting processes, capacity and resources in place to rigorously apply the mitigation hierarchy across the mining life cycle Formalise partnerships to support NPI, which are aligned with existing regional and national biodiversity stewardship initiatives. 	Biodiversity value assessments (BVA) and ecosystem services baselines complete. RBMR, PMR Waterval smelter, ACP, Mortimer smelter have completed biodiversity overlay assessments and biodiversity standard self-assessments. 	– Deliver NPI on biodiversity across Anglo American Platinum.	There is no 2040 target for the biodiversity stretch goal.

 Achieved/on target  Not achieved/below target  In progress

Healthy environment continued

Global stretch goal	Vision	2020 targets (extended into 2021)	SMP compliance in 2021	2030	2040
Water	To operate waterless mines in water-scarce catchments.	<ul style="list-style-type: none"> – Reduce withdrawal of fresh water by 20% – Increase water-recycling levels to 75% against 2015 baseline – No level 3 or greater water incidents. 	<ul style="list-style-type: none"> – All water data restated from 2015 – 72% efficiency – One level 3 (moderate) incident due to leaking pipeline. <div>✓</div>	– Reduce withdrawal of fresh water by 50% (Anglo American global target).	There is no 2040 target for the water stretch goal.

Thriving communities

Global stretch goal	Vision	2020 targets (extended into 2021)	SMP compliance in 2021	2025	2030
Health and wellbeing	For relevant SDG targets for health to be achieved in our host communities.	Baseline established and strategies in place at every site to achieve the SDG3 health targets.	Baseline and strategies in place at all operations. <div>✓</div>	Operations to be halfway to closing the gap between baselines and 2030 targets.	SDG3 targets for health to be achieved in our host communities.
Education	For all children in host communities to have access to excellent education and training.	Baselines and strategies in place at every site to achieve targets.	Baseline and strategies in place at all operations. <div>✓</div>	Schools in host communities to perform in the top 30% of state schools nationally.	Schools in host communities to perform in the top 20% of state schools nationally.
Livelihoods	Shared, sustainable prosperity in our host communities.	Baselines and strategies to achieve targets in place at every site.	Baseline conducted at every operation and strategy in place at all operations. <div>✓</div>	Three jobs created/ supported off-site for every job on-site.	Five jobs created/ supported off-site for every job on-site.

✓

 Achieved/on target





✗

 Not achieved/below target

⬆

 In progress

Trusted corporate leader

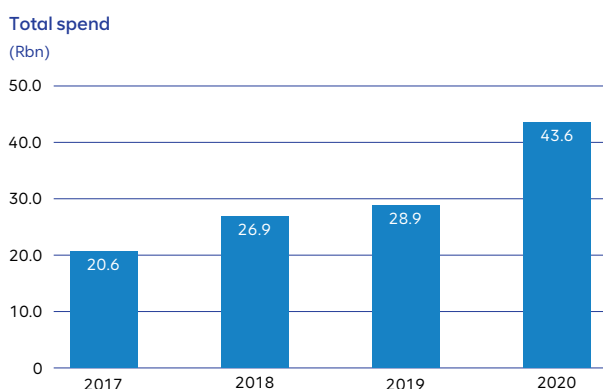
Topic	Global stretch goals	2020 targets (extended into 2021)	SMP compliance in 2021	2025	2030
Accountability	To transform relationship between mines and communities, as well as wider society.	Local accountability <ul style="list-style-type: none"> Establish participatory accountability forums at every mine site. National and international accountability <ul style="list-style-type: none"> Buy-in from governments and civil society to take part in national and international stakeholder accountability forums General agreement on benchmarks/ indexes and responsibilities that can be monitored year on year, including SDGs. 	Sites have a plan in place to establish accountability forums. 	<ul style="list-style-type: none"> High-quality dialogue and programmes flowing from forums Active and ongoing dialogue about reporting and responsibilities, with external recognition that this is a step above other such processes. 	<ul style="list-style-type: none"> Establish multiple levels of open and accountable dialogue, leading to greater mutual trust Widespread recognition of the benefits of responsible mining, a collaborative openness about challenges, and more consensual working relationship between Anglo American Platinum and society.
Policy advocacy	To take a lead on issues that affect our business in a way that is collaborative and aimed at society's wider goals.	<ul style="list-style-type: none"> Finalise advocacy action plans on key sustainability issues Provide scholarship and training opportunities for policy makers in regions where we operate. 	<ul style="list-style-type: none"> Policy advocacy priority topics have been agreed We have supported South Africans to attend policy courses. 	<ul style="list-style-type: none"> Regular involvement in priority policy and governance debates. 	<ul style="list-style-type: none"> External recognition of our leadership on policy advocacy Strong levels of engagement in policy debates.
Ethical value chains	To be part of a value chain that supports and reinforces positive human rights and sustainability outcomes.	Mine certification <ul style="list-style-type: none"> 50% of operations to undergo third-party audits against recognised responsible mine certification systems. Responsible sourcing <ul style="list-style-type: none"> Responsible sourcing standard fully implemented Advocate for development of a common responsible sourcing standard for the mining industry. 	The responsible sourcing standard for Anglo American has been developed.  We progressed the IRMA audits at Amandelbult and Mototolo mines in 2021, with both sites having undertaken self-assessments, stage 1 assessments and pre-stage 2 virtual audits. The on-site audits were delayed due to Covid-19 and are planned for Q2 2022. 	<ul style="list-style-type: none"> All operations to undergo third-party audits against recognised responsible mine certification systems. 	

 Achieved/on target
  Not achieved/below target
  In progress

Our contribution to the SDGs

As an action plan to end poverty, protect the environment and enhance prosperity by 2030, the Sustainable Development Goals (SDGs) provide a valuable focus for our ESG action and help to orient our impact on society and the environment.

SDG impact is tracked for each of the group divisions in the South African context, allowing for leverage of impact opportunities across the broader group (page 200). The pillars of our SMP – healthy environment, thriving communities and trusted corporate leader – as well as the nine stretch goals are aligned to the UN's SDGs with targets to 2030 or beyond.



The SDG mapping exercise details total spend for the previous financial year.

Beyond measuring our SDG spend footprint, we use the global goals as a basis for engaging with stakeholders to improve accountability and trust. Accordingly, Anglo American launched in-country SDG accountability dialogues in South Africa, Australia and Brazil in 2018.

These conversations bring together a cross-section of our key national, regional and local stakeholders and help us explore opportunities to collaborate, in line with SDG17 (partnerships). The fourth SDG accountability dialogue in November 2021 was attended by our CEO, Natascha Viljoen. The dialogue provided an opportunity to review our overall SDG contributions and explore what a re-imagined social compact might look like for South Africa in 2022. Stakeholders rated the dialogue and our accountability efforts at 7.7/10 in an anonymous poll. There was broad support for moving the accountability dialogue model to a regional level in partnership with the UN and the need to find ways of bringing other miners into the process to examine the industry's ESG aspirations.

Our priorities in 2022 include shifting the dialogues into the advocacy arena, seeking to enhance their impact on actions, data and partnerships material to the business. Details of the impact of our increasing SDG spend are shared in the pages that follow. We envisage the SDG dialogues developing into a key element of our reporting and disclosure process.



For more information see: <https://southafrica.angloamerican.com/our-difference/sdg-alignment>



Our CEO, Natascha Viljoen, attends the fourth SDG accountability dialogue in South Africa. Executive guests included Adv Thabo Mokoena (director-general of DMRE), Nardos Bekele-Thomas (resident coordinator of the United Nations), Roger Baxter (CEO of the Minerals Council South Africa), Mark Cutifani (chief executive Anglo American) and Nolitha Fakude (chair of group management board in South Africa) seated to Natascha's right.

Our sustainability governance structure

Sustainability governance is integrated into our business at all levels. Oversight is provided by the board, assisted by the social, ethics and transformation (SET) and safety and sustainable development (S&SD) committees, which provide appropriate recommendations. The detailed reports of these committees and their oversight roles appear on pages 171–179.

Executive leadership and primary responsibility for implementing sustainability commitments rests with the PMC. The chief executive officer plays an integral role, particularly on the overall vision for PGMs. She is also involved in advocacy issues and a key participant in the SDG dialogues. The executives with designated responsibility for sustainability and climate change are the executive head: corporate affairs and sustainability impact, executive head: asset strategy and reliability, executive head: projects and environmental.

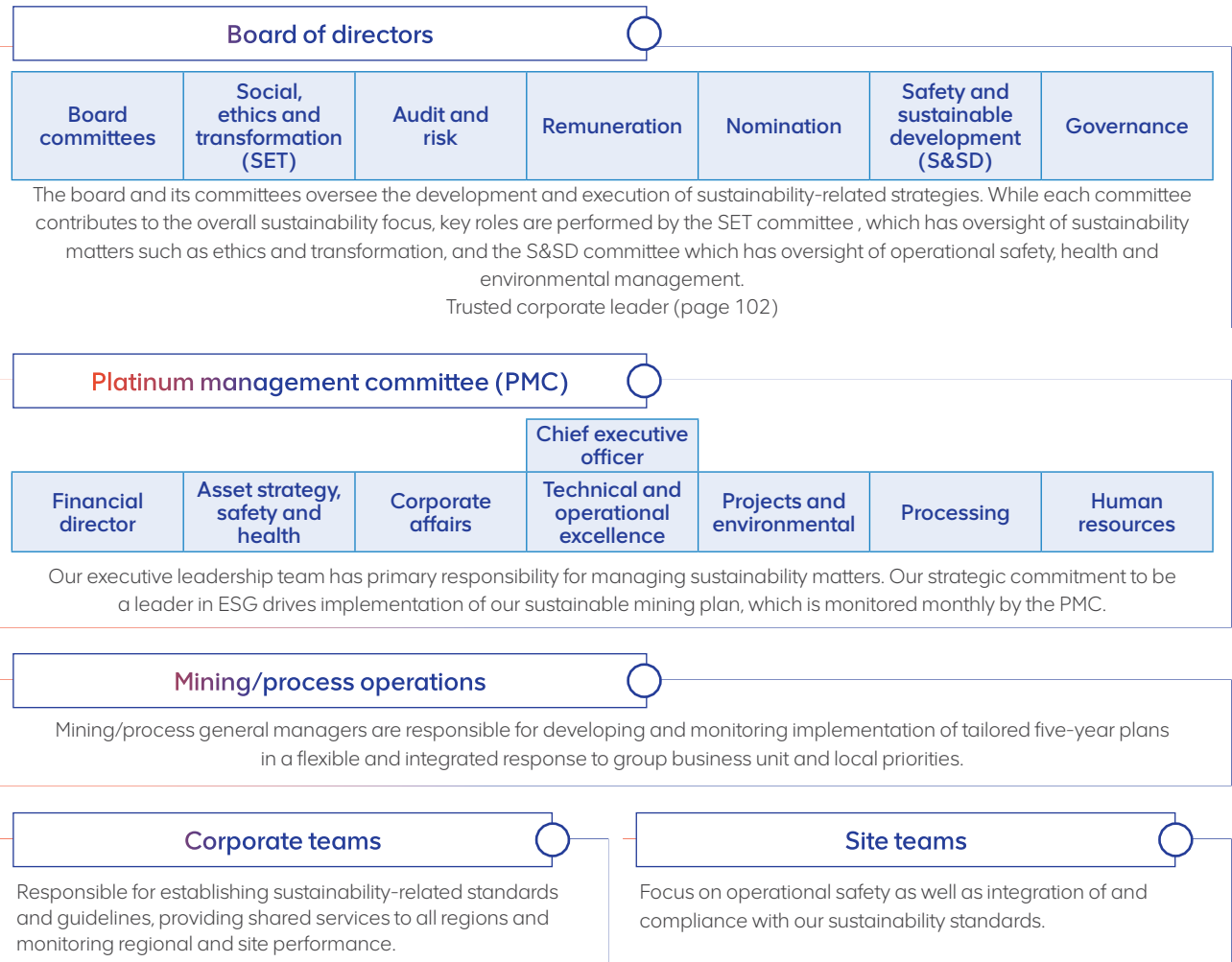
At the mine and process operation level, general managers are responsible for developing and monitoring implementation of five-year sustainable mining plans, which are tracked monthly.

Our leadership is supported by teams of practitioners and professionals. The corporate head of sustainability impact reports

to the executive head: corporate affairs, providing guidance on overall integration in accordance with global best practice and ensuring the requisite coordination.

Our remuneration system takes significant account of sustainability performance. A short-term incentive (STI) applies to executive directors, prescribed officers, management and corporate employees. Safety, health and environmental performance accounts for up to 20% of the STI, with critical tasks (including SMP) contributing a further 30% to the condition weightings. Penalty metrics are applied for fatalities. Long-term incentive plan (LTIP) performance weightings are calculated over a three-year vesting period and include energy efficiency, CO₂ emissions, water, social sustainability and transformation issues. Further details appear in the remuneration report in the trusted corporate leader section.

Our sustainability governance structure



Our role in the low-carbon economy

Case study

Hydrogen valley – creating new engines of economic activity through hydrogen

Anglo American Platinum has for some years been working on establishing the right ecosystem to successfully develop, scale-up and deploy hydrogen-fuelled solutions. These include investing in innovative ventures and enabling technologies, as well as forging wide-ranging collaborations across industry, to fully harness the transformative potential of green hydrogen for our economy in South Africa.

The opportunity to create new engines of economic activity through hydrogen has been validated through a feasibility study that we completed this year with our partners. This involves constructing hydrogen hubs stretching over 800km from Mogalakwena Mine, along the industrial and commercial corridor to Johannesburg and on to Durban.

The hydrogen valley is a Department of Science and Innovation-led initiative, supported by Anglo American, ENGIE and Bambili Energy.

The results of the feasibility study, released in October 2021, identified three possible hubs – Johannesburg, extending to Rustenburg and Pretoria; Durban, encompassing the city and Richards Bay; and Limpopo province centred around our Mogalakwena PGM mine – with a fundamental role in integrating hydrogen into South Africa's economy. Nine key



Close up of a fuel-cell electric vehicle (FCEV) haul truck's power plant radiator.

pilot projects have also been identified across these hubs and recommended to be prioritised by developers. They span the transport, industrial and construction sectors.

The initiative forms part of work to support the implementation of the national hydrogen society roadmap. The establishment of a South African hydrogen valley is seen as an opportunity with great potential to unlock growth, revitalise the industrial sector, and position South Africa as an exporter of cost-effective green hydrogen to the world.

Hydrogen valleys have been used successfully in other countries to promote clean emerging technologies and their commercial viability in support of emissions reduction.



Electrolyser plant under construction at Mogalakwena.

There is a global spotlight on the role of PGMs in decarbonisation. Our low-carbon future must follow a so-called just transition – one that simultaneously addresses social challenges such as poverty, employment, health and food security. Our market and product development strategy takes this as our window of opportunity. Beyond digging holes, our job is to understand the needs of our customers and find ways to deliver products that meet those needs all along the value chain.

Based in Johannesburg, London and Shanghai, our market and product development team works to enable sustainable, innovation-led demand growth. Working alongside pioneering partners worldwide, we shape and/or kickstart the organisations, associations and networks needed to facilitate positive change. Key opportunity areas include: hydrogen; battery and energy storage; carbon-neutral feedstocks; waste and pollution control; new materials; medtech and foodtech. Diversity is key to creating a resilient end market for all our metals.

The possibility that hydrogen will fuel almost 20% of the world's energy by 2050 opens significant opportunities in PGM beneficiation for both Anglo American Platinum and South Africa. We see potential for a world-leading regulatory environment for green hydrogen, decarbonisation and climate-change mitigation. In pursuit of a just low-carbon future, our teams support beneficiation programmes that use our minerals to address some of society's biggest challenges. Creating products for both local use and export, these programmes empower new entrepreneurs in downstream and sidestream industries. An overview of our market and product development activities is presented below.

Hydrogen infrastructure: Anglo American Platinum is part of a consortium focused on delivering South Africa's first zero-emissions hydrogen freight corridor. In 2021, we co-funded a feasibility study with South Africa's Department of Science and Innovation (DSI), energy and services company ENGIE, the South African National Development Institute (Sanedi) and clean-energy solutions provider, Bambili Energy. Published in October 2021, it identified three South African hubs and nine pilot projects, spanning mobility (mining, trucks, buses), industrial (ammonia and ethylene production) and buildings (fuel-cell power). The report also highlighted the potential to add over US\$3.8 billion to South Africa's GDP by 2050, while creating more than 14,000 jobs per year.



Fuel-cell electric vehicles: The group leads multi-jurisdiction initiatives to promote the adoption of fuel-cell electric vehicles (FCEVs) for commercial uses, particularly in the UK, South Africa. These initiatives aim to accelerate uptake of heavy-duty FCEVs by aligning end-user demand locations and specifications with the supply of suitable vehicles and access to the requisite hydrogen infrastructure along key freight routes. We are also working with Umicore to develop PGM-based catalysts for liquid organic hydrogen carrier applications on FCEVs and other mobile applications.



Battery technology and energy storage:

We continue to advance the development of PGM-enabled lithium batteries, mainly through our investment in Lion Battery Technologies. We are expanding industry capability to create new materials and technologies such as fit-for-purpose additive manufacturing and PGM alloys targeting multiple applications.



Autocatalysts: Autocatalysts convert hydrocarbons, carbon monoxide and oxides of nitrogen into water, carbon dioxide and nitrogen. The addition of PGMs enables reactions to occur at the low-temperature conditions that exist when cold starting a vehicle and emissions are at their highest.

Carbon-neutral feedstocks: In 2021, in collaboration with Deep Science Ventures, we launched two independent ventures to support our market and product development efforts in carbon-neutral feedstocks. The first, Mission Zero Technologies, is developing a direct air-capture technology that reduces energy consumption and cost of carbon dioxide capture over four times compared to today's commercial offerings. The second, Supercritical Solutions, is developing the world's first high-pressure, ultra-efficient electrolyser to produce hydrogen and oxygen from water with zero emissions. These companies continue to show promising technology development and market traction.

New materials and digital efficiency: We continue to pursue research and ventures to accelerate the adoption of PGM-containing spintronics in multiple end uses to encourage low-loss computing applications. This includes funding research on new semiconductor materials involving platinum, palladium and iridium for memory devices, and launching a new software technology venture that simplifies the adoption of hardware using those memory devices.

Food and health: Our foodtech joint venture with Furuya Eco-Front Technology Co is using low-temperature active PGM catalysts to preserve food freshness, lengthen shelf life and reduce waste. It is making great strides, with the first commercially available domestic refrigerators containing our product now on sale in China. Also in China, we continue to support development of two different platinum catalysts,

one to purify industrial waste gas and another to enable mercury-free polyvinyl chloride (PVC) production. In medtech, our research partnership with the University of Warwick is in its fourth year. Here, researchers are evaluating the potential for a novel, platinum-containing anti-cancer drug that can be activated by light.



Venture capital: AP Ventures was launched in 2013 and spun out from Anglo American Platinum in 2018. Headquartered in London, it manages venture-capital funds that invest in technologies to address sustainable energy integration, changing demographics and resource scarcity. AP Ventures Fund II has now closed with total committed capital of USD316 million, bringing total assets under management to USD395m, achieving leverage of almost four times the amount we committed. Beyond our company and the Public Investment Corporation, additional limited partners include Temasek, Implats, Plastic Omnium, Mitsubishi Corporation, the Mirai Creation Fund, Sumitomo Corporation, Pavilion Capital, Nysno Climate Investments, Equinor Ventures and Yara Growth Ventures.

For an update on our advocacy and communication activities in support of the low-carbon transition, see page 115.





Our people

We are creating a better environment for people to do their best in a safe and healthy workplace, feel their best and enable delivery. We are creating an organisational culture that propels the company and its people forward, owning up to the challenges we face and addressing them directly, together and safely. This is what makes us successful.

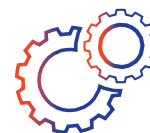
Material matters discussed in this section

- Safety and health
- Employee relations
- Training and development
- Transformation.



Amandelbult Mine, shift end.

Our people



We ensure we have the right people, with the right capabilities, at the right place, and at the right time to drive delivery of our strategy, achieve our purpose and succeed in a changing world. The safety of our people is of utmost importance.

Our people, and the culture they co-create, are the cornerstone of our business. Their capabilities embody our ability as a company to deliver on our strategy, achieve our purpose, and adapt for continued success into the future.

Our world and market is changing faster and more significantly, shaped by interconnected dynamics across economic, social, environmental, ethical and technological spheres. In this context, and particularly since the advent of Covid-19, creating value successfully over the long-term is a job for a diverse, collaborative and purpose-led workforce – one characterised by high-calibre, tech-savvy talent. In the southern African context, creating a diverse workforce means addressing historical inequities by driving transformation and economic empowerment in line with national objectives and legislation.

Continued success means reconceptualising leadership, culture and innovation – how and why we create what value. This involves re-imagining what we stand for, rethinking our talent strategies, and reshaping how we work as a company and as a collaborator in

collective change action. We are continually learning and evolving our business, technology, systems and culture for success in a changing world.

In preparing for the future of work, we source, place and develop the right talent, for the right role, and in a way that focuses on merit, fosters inclusion and diversity, and builds leadership. We listen to our employees, and participate meaningfully in their lives. We create a safe, healthy, caring and productive workplace – one in which everyone is welcome, recognised and rewarded for their contribution, and that reinforces societal purpose, strong values and a code of ethical conduct.

Through our workplace initiatives and people systems, we support and empower all our employees to follow their purpose and realise their full potential. In this way, our ambitions for profitability and sustainability can align with our vision for a Culture in Action that serves all stakeholders and society, and drives high performance, agility and long-term value creation.



Safety and health of employees and communities

The safety, health and wellbeing of our employees are our foremost value. Our robust health and safety strategies underpin our leading response to managing the infectious coronavirus disease (Covid-19) across our operations and our unwavering focus on eliminating fatalities by reducing (and ultimately eliminating) injuries from the workplace, as well as mitigating any adverse effects on human health. Our aim is to continually build and instil both a company and industry culture that protects people from harm and improves their health and wellbeing.



Highlights

- Operated fatality-free since 16 September 2020 (second fatality-free year)
- Encouraging reduction in incidents in priority safety risk areas
- Process safety management at our processing operations is enabling more proactive mitigation of priority safety risks
- High-potential incidents (HPI) reporting and learning from incidents, including CEO learning-from-incidents sessions, continue to add value
- Focus on understanding and responding to psychological safety issues.



Learnings/challenges

- Regrettably, two fatalities at our non-managed joint venture, Kroondal
- TRCFR regressed from 2.40 to 2.60, above our target of 2.23; a concerning increase in number and severity of injuries from materials handling and slip-trip-fall incidents
- Covid-19 impacts exacerbated challenges in ensuring safe behaviour, especially at Amandelbult, the operation most impacted by the pandemic
- Continue to record high-risk behaviour/non-compliance with operating procedures
- Slow progress with high-potential hazards reporting
- 93 safety-related HPs, compared to 99 in 2020.



Focus for 2022 and beyond

- Fatality-free operations and improved safety culture and performance
- Safety leadership and behaviour, empowering employees to stop work when feeling unsafe
- Streamline contractor onboarding and management processes to integrate contractors with our culture
- Fully implement process safety management across operations
- Adopt and embed critical solutions from each elimination-of-fatalities workstream
- Drive mobility and digitisation as well as modernisation to underpin safety interventions.

Our management approach

In managing safety and health risks, and promoting employee wellbeing, we maintain close cross-functional collaboration as part of our integrated approach. This has been critical in managing Covid-19 impacts (page 34). We implement key systems, processes and initiatives to support our vision of zero harm.

Safety is our number one value; we want to ensure that all our people go home safely, every day. During the challenging Covid-19 pandemic, we have focused on driving the right safety mindset as we foster a culture of collective responsibility and refusing to do unsafe work.

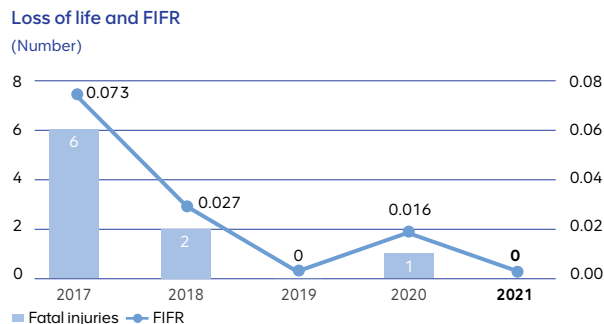
Our 2021 performance

Our intense focus on eliminating fatal risks ensured we had no safety-related fatalities at our managed operations this year; a second fatality-free year at Anglo American Platinum. However, we regrettably lost two colleagues in separate incidents at a non-managed joint venture.

- There were 193 recordable injuries (any injury needing more than first-aid treatment), resulting in a TRCFR of 2.60. This was above our internal annual 15% reduction target of 2.23, primarily due to an increase in TRCFR at Amandelbult. Actions to address this are included on page 30.
- Total lost-time injuries (LTIs) recorded increased from 128 in 2020 to 163 in 2021. We are encouraged by the reduction in the number and severity of injuries in our major hazard categories, such as fall-of-ground and rail-bound equipment. However, we recorded a concerning increase in the number of injuries from materials handling and slip-trip-fall incidents. We continue to implement targeted initiatives to support employees in maintaining the right safety mindset.
- Amandelbult's Dishaba and Tumela mines accounted for 87 of 114 serious injuries (76%) across our operations in 2021, compared to 69% in 2020.
- We recorded 93 HPs at our operations in 2021, compared to 99 in 2020. HPs primarily involved mobile equipment (20), workplace exposure (19) and fire or explosion (10). There were fewer HPs in 2021 that involved uncontrolled release of energy, moving machinery or falling/dropped objects.
- The number of high-potential hazard incidents increased, with 150 recorded in 2021.

Safety and health of employees and communities continued

- Critical-control monitoring found that 84% of critical controls with active status and 86% of material risks were formally managed.
- We were issued with 22 safety-related regulatory stoppage instructions from DMRE. All stoppages were restricted to the area where the issue was observed.
- 10 non-compliance (section 55) notices were issued across our operations (2020: 17). No fines or directives were issued.
- We recorded nine voluntary (proactive) stoppages (nine internal Section 23 stoppages and no voluntary Section 54 stoppages).

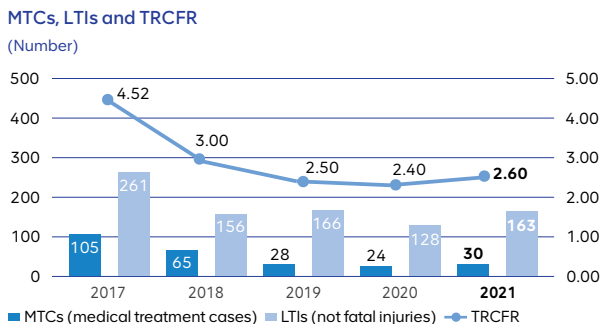


Every fatality at our operations (including non-managed joint operations) has been subject to rigorous investigation, including an independent investigation by a multidisciplinary team. Learnings were shared across our operations and, where applicable, remedial actions taken and closed out to prevent similar incidents.

While we did not have any work-related fatalities at our managed operations in 2021, we sadly lost two colleagues in separate incidents at our non-managed Kroondal Mine joint operation:

- Mr Tebogo Motlogelwa, a spotter at Kroondal's Simunye shaft, was fatally injured in a trackless mobile machinery incident on 13 October 2021
- Mr Philasande Wilburforce Xabanisa died in a fall-of-ground incident at Kroondal's Kwezi shaft on 27 October 2021.

We have intensified our initiatives to collaborate with our non-managed operations to strengthen their approach to eliminating fatal risks, and support them in transforming their safety journeys.



We are very disappointed with the regression in our TRCFR in the last two years. Some of the main challenges have been to maintain stability in both workplace factors and employee attendance. Two operations have achieved their best-ever safety performance – PMR and Mogalakwena – but for the rest we have had a very inconsistent performance. In the larger areas, we have incorporated safety turnaround plans to address the deterioration. We are targeting specific areas for improvement in contractor management, safety leadership practices and eliminating repeat incidents.

Responding to fatal incidents

We continue to honour our commitment to provide meaningful, long-term care to the families of all individuals who tragically lost their lives at our operations. This includes financial assistance for schooling dependant children (from pre-school to tertiary level) and follow-up visits to families at least annually to monitor their wellbeing and school performance.

2021 safety achievements

- Fatality-free at our managed operations
- Tumela mine passed the milestone of 7 million fatality-free shifts after 1,317 consecutive fatality-free days
- Dishaba mine's opencast operated 365 injury-free days
- Mogalakwena Mine 14 years fatal-free
- Mototolo's Lebowa's shaft two years LTI free
- Mototolo Mine 10 years fatal-free.

Providing a safe workplace

Our safety performance is governed by our vision of being injury- and fatality-free. Our safety strategy and focus areas (short/medium and longer term) are illustrated below. We have maintained our focus on changing the safety culture at our more challenging mines at Amandelbult complex (page 30). We have also increased our focus on safety management at our smelters, where significant numbers of contractors have been appointed for rebuilding projects.

In 2021 while maintaining our emphasis on initiatives to eliminate fatalities, we continued to implement targeted interventions to drive the right safety mindset across our workforce during the challenging pandemic.

Key safety issues		
Failing to identify hazards and respect risks	Not following standard operating procedures	Inadequate supervision and oversight

Principal safety risks facing our employees/contractors are falls-of-ground, moving machinery, transportation, electrical or release of stored energy, and isolation/lock-out. We continue to prioritise prevention in these areas, and are addressing identified shortcomings. Fatigue and stress management is another focus area.

Safety

Safety strategy

Aspirational statement

Deliver safe production by creating a resilient safety culture, built on robust and effective safety leadership and risk management.

Value levers

	Leadership and accountability	<ul style="list-style-type: none"> Visible safety leadership by management Clear accountability: risk owners Safety compliance and continuous improvement Balance demands of production and maintenance through safe work outcomes Supervisor competency and health of discipline.
	Eliminating fatalities	<ul style="list-style-type: none"> Minimum mandatory fatal controls Non-negotiable standards/golden rules (life-saving behaviours) Safety competence: risk training Process safety Behaviour and psychology/mental health programmes.
	Safety culture	<ul style="list-style-type: none"> Culture in Action – transition Safety: from a priority to a value Recognition programmes Communication Promote continuous improvement culture Personal accountability for safety Community and family participation.
	Operational risk management (ORM)	<ul style="list-style-type: none"> Identify safety priority unwanted events and expedite operational application through job risk assessments Institutionalise critical control management Maintain focus on major risk categories: fall-of-ground, heavy mobile equipment, winches and rigging, transport, explosions, inrush of water, working at heights, confined space, electricity, conveyors.
	Learning from incidents (LFI)	<ul style="list-style-type: none"> Develop a learning organisation through sharing and recognition Culture of no repeats HPI reporting, CEO reviews and close-out of learnings Identify and implement best practices Formalise learning cycles from regulatory stoppages Develop leading indicators (integrate into information management system).

Key enablers

- ① Culture ② Operational risk management ③ Information management system
④ SHE way ⑤ Integration into functions ⑥ Mobility

What will success look like?

Zero harm	Culture of safety	Zero fatalities	Personal ownership for safety
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Key developments and focus areas in 2021

Elimination-of-fatalities programme

The Anglo American group-wide elimination-of-fatalities programme was initiated in 2018 to tackle systemic issues driving the underlying safety challenges we continue to face. Aimed at ensuring no loss of life at our operations, the programme and ongoing operational risk assurance work are structured around thematic workstreams to address identified risks and cultural factors impacting safety performance. The workstreams include safety organisational review, emergency response,

fire risk management, surface traffic management, explosive management, culture, operational leadership excellence, reward and performance, training and education, critical control management and contractor management. By year end, we had completed the requirements for 12 of the workstreams, with outstanding actions for the remaining five workstreams to extend into 2022. As we near programme completion, we will move into a sustaining phase, focused on being embedded in the way we work. This is a key step to ensure we adopt the critical solutions from each workstream.

Safety and health of employees and communities continued

Safety continued

Addressing heightened challenges at Amandelbult

In recent years, we have focused on changing the safety culture at our more challenging operations, Amandelbult and the smelters. We have the greatest number of employees at these operations (including 8,200 at Tumela mine and 6,600 at Dishaba mine) and therefore the greatest incidence of high-risk behaviour.

The ongoing implementation of safety-performance turnaround plans resulted in steady and significant improvements until the onset of Covid-19 in 2020. Throughout the pandemic, Amandelbult has been our more vulnerable and most heavily affected operation, with the virus especially affecting supervisory ranks in 2021. A major impact on our ability to ensure operational excellence in safety has been the increase in already-high levels of unscheduled workforce absenteeism, which averaged 11.2% (excluding the impact of Covid-19 lockdown-related protocols brings this to 9.4% in 2021 and 22.3% in 2020 compared to 8.4% in 2019).

One of the key aspects leading to high levels of absenteeism is employees taking sick leave unnecessarily and potentially not when sick. To manage this, sick leave patterns are monitored

closely and direct engagements are held with employees where necessary and where a pattern of sick leave is detected. We are also incentivising attendance and productivity through the bonus system and teams with high levels of absenteeism and low productivity not qualifying for bonuses. In addition, there are once-off incentives where employees can win up to R25,000, the criteria being that employees need to have 100% attendance for the quarter, no safety incidents or no disciplinary action.

We are encouraged that during this challenging year, through collective efforts and commitment, we ensured no loss of life. The TRCFR at Amandelbult remains high (4.07 for 2021 at Amandelbult complex) and we continue to emphasise implementing targeted initiatives to promote the right mindset and behaviours. Ongoing focus areas include frontline supervisory training, critical control compliance, and enforcing our golden rules (life-saving behaviours). There is still much to be done to ensure all employees voluntarily stop and fix a substandard workplace or activity, and eliminate a culture of rule-breaking and non-compliance to critical controls.

Amandelbult complex*	2021	2020	2019
Total fatal injuries due to all causes	0	1	0
Total recordable cases	130	97	125
TRCFR, per 1 million hours	4.07	3.40	3.23
Total lost-time injuries due to all causes	120	87	116
LTIFR – all causes, per 1 million hours	3.76	3.05	3.00
Total serious injuries	93	64	87
Total serious injuries frequency rate, per 1 million hours	2.91	2.25	2.25

* Includes: Tumela, Dishaba, Amandelbult Services, Amandelbult concentrator and Amandelbult CRP.


Reporting and learning from high-potential incidents and hazards

Encouraging the identification and reporting of HPIs remains a major focus in our strategy. While we recognise that any HPI exposes our employees to fatal risks, which is unacceptable, we greatly value the importance of improved reporting and learning from HPIs in heightening awareness of critical controls and promoting actions to improve their effectiveness. Every month, our CEO chairs a video conference across our operations to review and learn from two particularly significant HPIs, and identify key actions to be implemented and tracked across our operations. The incidents discussed are primarily safety-focused, and occasionally environmental or health-related. This initiative includes the participation of our joint-operations partners and remains very effective. Our approach centres on setting targets for improved learnings and associated action management and close-out.

In strengthening our proactive preventative approach, we encourage the reporting of high-potential hazards (HPH), where we identify hazards that could lead to loss of life. HPH reporting and analysis has been introduced across our operations, although progress has been slow. We plan to streamline learning-from-incidents processes through mobility and digitisation projects to make incident and inspection reporting processes quicker and easier.

Process safety management

In raising the bar for our safety management, we have made encouraging progress in implementing process safety management (PSM) at our operations. Process safety, in the context of mining, entails applying the same operational discipline seen in process industries to high-consequence and low-frequency mining risks to ensure these hazards are identified, understood and controlled to prevent process-related accidents. In 2020, we engaged implementation specialists DuPont to focus initially on our process operations and then the concentrators and mines. Formal implementation started in 2021 and will take three to five years to embed. To date, PSM has been introduced at six operations and is generating significant value. Detailed risk assessments have identified key issues and areas for improvement in primary unwanted event risk-mitigation practices across the operations, with risk-reduction measures defined and implemented. The deployment of process safety management is supporting initiatives to address some of the basic and root causes of current HPIs at our operations. It is also assisting in identifying the agency (object, substance or circumstance) and root causes particularly associated with processing operations. This year, we provided PSM training to 60 senior managers and we continue to capacitate a core PSM team in the company. We are integrating PSM with existing processes like operational risk management, our operating model and asset integrity.

Fatalities		2021	2020	2019	2018	2017
Employees		0	1	0	1	6
Contractors		0	0	0	1	0

2017 includes one employee fatality at Union Mine (divested 31 January 2018).

Contractor fatality (2018): Mr Johannes Maimela passed away on 12 February 2018 at Dishaba mine following an attack by a swarm of bees.

Enhancing safety leadership practices

To embed positive safety leadership practices in daily activities, we continue to implement a framework that defines the practices expected of managers, supervisors and all our employees, as well as their roles in strengthening the culture and sustaining improved safety performance. This year, we have developed a supplementary supervision and leadership programme designed to give everyone, including contractors, clear guidance on how to think and behave in a situation. It defines the positive safety practices and critical thinking styles expected of us, and flags the negative practices we should avoid. It also provides the building blocks we need to develop a resilient culture. These thrusts are aimed at developing safety leadership practices across all job levels sustainably, driving ownership and continuous improvement, fighting complacency and encouraging high performance. We initiated the programme this year, after a gap analysis at Dishaba mine to better understand current behaviours and associated causes, and will implement the programme fully in 2022. This initiative complements our work to better understand and respond to the impact of psychological issues on safety.

Enhancing frontline supervision is an ongoing focus. Our development programme ensures supervisors have the required technical skills, risk-management capability, and skills on how to manage people and apply theory effectively in the workplace. In addition to improved performance management processes, coaching assists in addressing any challenges.

Culture change through ownership and shared accountability

In driving our safety culture, we continue to entrench a commitment throughout the company to honour our life-saving golden rules. These articulate a set of life-saving behaviours, and an understanding that if employees do not comply, consequence management through the 'fair culture' model will apply. This approach ensures that fair and transparent processes are followed after safety incidents, and necessary consequences are consistently applied whenever unsafe acts are observed.

Being unconditional about safety is a critical component of true safety leadership. In practice, this means everyone needs to be as concerned about the safety of their colleagues as they are about their own. We continue to emphasise promoting a culture of identifying safety hazards in the workplace and stopping work when conditions are perceived to be unsafe. We promote, acknowledge and praise voluntary work stoppages.

We recognise that safety hazards can also be psychological, associated with personal issues. Supporting our efforts to make employees feel empowered to speak up when they have concerns, and reassured that we will not hesitate to stop then take action for safety, the theme of this year's Anglo American global safety day was 'Safe to always be safe', upholding the importance of speaking

up if something does not feel right. The programme was held over a full week in October 2021. Following this initiative, we developed plans at operations to promote an environment that is physically and psychologically safe. These plans were supported by ensuring greater time spent by supervisors and leaders interacting with employees in the workplace, to understand their challenges at home and at work, while overseeing high-risk work and showing involvement.

Our safety results affect the performance-based remuneration of all employees. We use key performance indicator (KPI)-based reward and recognition to drive correct behaviours and provide the necessary training to support outcomes. We regularly review metrics and rewards to ensure they are in line with prevailing focus areas, and effective.

Risk management

We train employees on addressing risks and specific hazards in their workplaces. We identify substandard and high-risk conditions continuously, and rank workplaces based on observed risks. Management regularly visits workplaces with the highest risk ranking across our operations. These sites, and planned actions, are then discussed at executive level.

Operational risk management (ORM) compliance and maturity continues to improve, with the focus this year remaining on improving material risk and critical-control management. We are implementing minimum mandatory critical controls for each common potentially fatal and catastrophic risk. These are actively tracked through performance monitoring routines. A rigorous programme for monitoring critical-control management is fostering greater transparency and accountability, and improving the levels of work executed to plan.

Technical innovation to create a safer working environment

Anglo American Platinum continues to demonstrate leadership in developing and adopting best-practice technologies that help to minimise and, where possible, eliminate the human behaviour that may result in fatalities.

As part of our modernisation and mechanisation strategy, we are introducing new mining technologies and methods to improve performance efficiency and safety. For example, at Amandelbult we are using electro-hydraulic drills, and automated and continuous rock-cutting vehicles that safely extract targeted ore deep underground without the need for explosive blasting. We are increasingly deploying remotely operated machinery: swarm robotics, and increasing reliance on sensing and data analytics. This will be the next generation of mining, and will ultimately mean removing people from safety-risk exposure, while upskilling them in new technologies and approaches.

Safety continued

Managing transport and machinery risks is a particular focus. We have now implemented collision-avoidance systems using vehicle and person proximity-detection systems and autobraking across heavy mobile equipment and light vehicles at all operations. Since installing these systems, we have significantly reduced the number of collisions between machines. On-board sensors monitor speed and close proximity to other machines or structures. If safe operating procedures are exceeded, the driver is sent an alarm to take the appropriate action. If no action is taken, autobraking is activated on the machinery, preventing a collision. We continue to identify and implement enhancements. At Mogalakwena complex, we use earthmoving vehicles with technology that gives the operator a 360° view and significantly reduces the risk of a person- accident.

As part of our mobilisation and digitalisation initiatives, we are exploring a range of potential uses of wearable devices for safety-related applications. For example, the digital smartwatches we have rolled out will progressively be used to create safety and hazard awareness. Potential future functions include fatigue-alert management, dangerous gas detection, and pedestrian and vehicle detection.

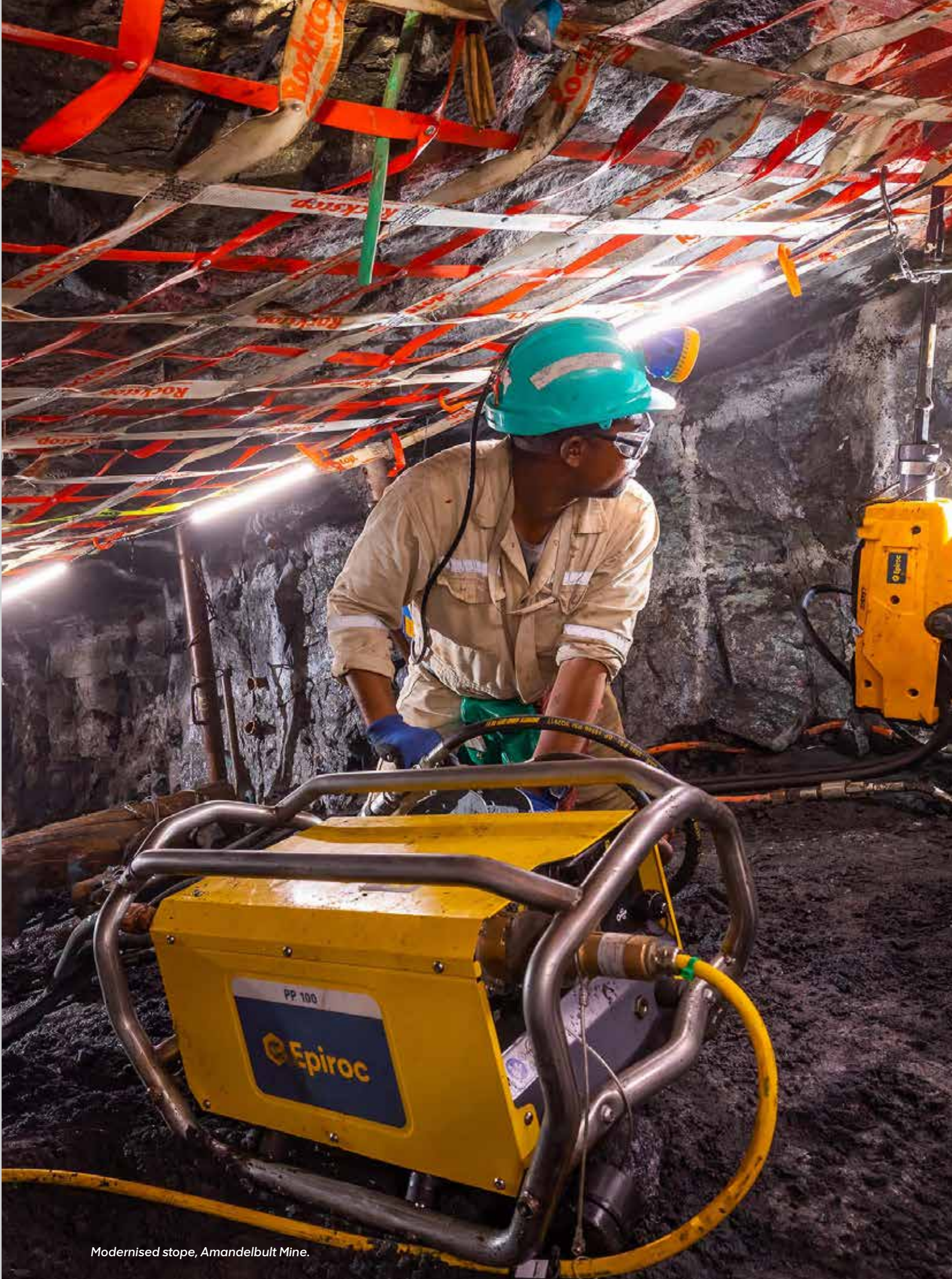
To further ensure the safety of women and reduce instances of gender-based violence (GBV), at Amandelbult we have issued all female employees (some 3,000 women) with a personal emergency panic button. The small wearable device relies on wi-fi connectivity and is for use when in distress at high-density and high-risk areas, both surface and underground, in the Amandelbult complex.

Case study
Innovating to make
winches safe

Our ultimate aim is to stop using winches at our operations. But, while we are phasing them out, we want to ensure they are safe. To mitigate the risk of winch-related injuries, we have developed a technology that is a major advance in safe installation. In 2021, we successfully trialled technology that uses a tracking device and magnetic sensor to intercept potential human contact with a scraper rope. As a person approaches the scraper gulley, the signalling devices detect the person's cap lamp and triangulate the distance to the centre of the gulley. If the person steps into the danger zone, the scraper winch is safely stopped. This industry-leading innovation is being rolled out at Amandelbult's Dishaba mine initially, with completion expected in 2023.



Proximity devices on charge and ready for use.



Modernised stope, Amandelbult Mine.

Health and wellbeing

Against the backdrop of the pandemic and an increasing burden of communicable and non-communicable diseases, our approach extends beyond protecting our people and striving for zero harm to promoting employee wellbeing and optimal levels of health.



Highlights

- Zero TB deaths
- Covid-19 risks effectively mitigated and managed at our operations; reduced transmission – majority of employees diagnosed contracted Covid-19 due to exposure outside the workplace
- Aggressive Covid-19 vaccination drive across our operations, resulting in a 65% uptake across our workforce at year end
- Against the UN HIV/Aids 90–90 targets, 92% of employees know their status and 93% of known HIV-positive employees are on antiretroviral treatment
- All our operations have been certified to the ISO 45001 international standard for occupational health and safety management
- A total of 97 machines were retrofitted with a diesel particulate filter.



Learnings/challenges

- Regrettably, seven new cases of noise-induced hearing loss (+10% shift)
- Covid-19 impacts at our operations more pronounced in 2021: sadly, 53 employees died as a result (29% at Amandelbult); all had co-morbidities
- Covid-19 risk will remain high for the foreseeable future
- Increasing incidents of mental wellbeing challenges among our workforce
- 90 new cases of HIV diagnosed among new and existing employees
- 36 employee contracts terminated due to ill health and disability
- Around 37% of our workforce (employees and contractors) have chronic medical conditions.



Focus for 2022 and beyond

- Reduce Covid-19 infection rates, morbidity and mortality
- Support physical and mental health and wellbeing of our employees through a proactive, integrated, holistic approach to managing workplace and personal health
- Optimise real-time monitoring and data analytics to improve controls and achieve targeted reductions in exposure to occupational health hazards
- Building on UNAids 2020 targets, we aim to achieve 95/95/95 targets by 2025
- By end 2022, site-level stretch targets and strategies in place to achieve SDG3 targets for health in our host communities by 2030.

Our management approach

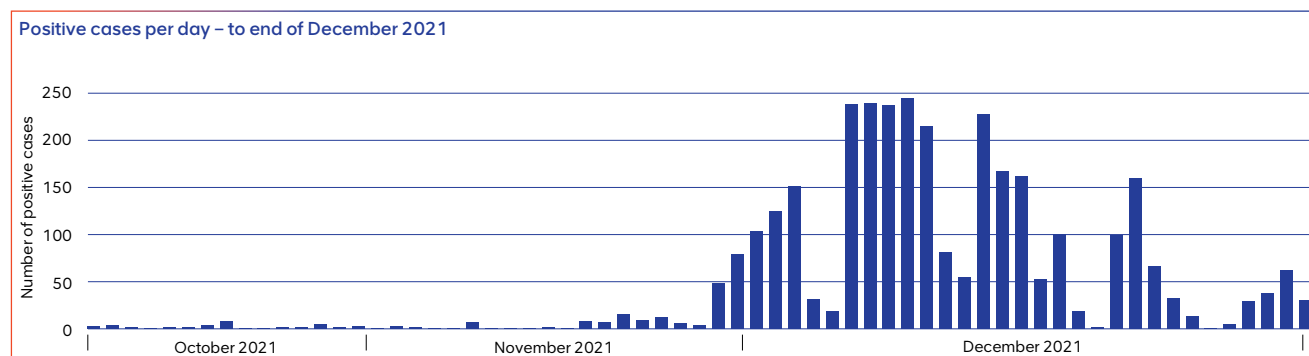
Protecting and supporting our employees and communities through Covid-19

The pandemic remains the foremost health challenge facing our employees (including contractors), their families and communities. We have maintained comprehensive response plans to protect the physical and mental health of our employees. We continue to support mine communities, with a focus on encouraging and facilitating access to Covid-19 vaccines, and strengthening community medical response measures.

In 2021, we spent R634 million on Covid-19 mitigation and medical preparedness at our managed operations in South Africa and Zimbabwe.

Infection rates and recoveries

In 2021, we had a number of Covid-19 cases among employees. Sadly, 53 passed away, bringing deaths from the start of the pandemic to 86 (53 at managed operations and 15 at non-managed Modikwa).



Building resilience

In 2021, our management approach to Covid-19 included:

- Increasing the number of healthcare workers
- Expanded lab testing and rapid antigen testing capacity
- Acquired pulse oximeters and oxygen for employee home-care
- Rolled out 12,750 smartwatches to employees for close-contact tracing

- Provided opportunities for counselling to address mental-health aspects
- Set up four vaccination centres of our own, with two satellite stations
- Vaccinated 26,766 employees or 65% of our workforce.

Details about our community Covid-19 relief efforts appear on page 90.



Health strategy

Aspirational statement

Ensure a healthy and productive workforce through effective management of occupational health risks, wellness and identified community initiatives.

Value levers

	Occupational hygiene	<ul style="list-style-type: none"> – Eliminate exposures to inhalable hazards and carcinogens (as part of preventing primary unwanted events) – Eliminate exposures to noise and airborne pollutants – ORM and critical control management – Ergonomics management – Applied risk-based medical surveillance – Musculoskeletal disease prevention – Applied risk-based medical surveillance.
	Occupational medicine	<ul style="list-style-type: none"> – Fitness assessment – Risk-based surveillance – Trauma and emergency care – Managing sick and injury absenteeism – Rehabilitation – Improvement plans based on operation-specific health risk profiles.
	Wellness	<ul style="list-style-type: none"> – Demographic and social context – Health risk factors and disease profiles – HIV/TB – 90:90:90 and proactive TB management – Lifestyle risks and chronic disease management – Wellness campaigns (including World Aids Day) – Health promotion and education.
	Community health	<ul style="list-style-type: none"> – Targeted initiatives (linked to SDGs) – Strategic external partnerships (NGOs, World Health Organization, etc) – Extend identified key health initiatives to the community – Integrate/align with other functions, ie HR, social performance – TB and HIV – Lifestyle diseases.



Key focus areas

- All wellness targets
- Medical surveillance
- Mental health
- Post-incident medical care
- Health/wellness index.

Key enablers

- ① Five-year strategic planning cycle
- ② Critical control management
- ③ Interventions covering prevention, care and rehabilitation
- ④ Better understanding of social determinants of health
- ⑤ Proactive involvement in community health

Longer-term goals

To mitigate the effects of workplace exposure, proactive risk-based surveillance and care programmes will be in place

From 2022, no previously unexposed employees at Anglo American Platinum will suffer from the consequences of work-related exposures

Exceed the 90:90:90 target for HIV management

Where we have a presence, we will partner with governments and NGOs in effective community health initiatives

Controlling occupational exposure

To ensure the health of our employees, our primary focus is to eliminate health hazards in the workplace. Where that is not possible, we aim to reduce hazards to levels as low as reasonably practicable.

Our main occupational health risks include potential excessive exposure to:

- Inhalable hazards
- Occupational carcinogens
- Noise
- Fatigue
- Work and non-work-related stress.

We have ongoing initiatives to inform our employees and reinforce messages on managing health hazards.

In 2021, there were no regulatory work stoppages or non-compliance notices issued for medical or health-related matters (2020: zero).

Managing inhalable hazards

Diesel particulate matter (DPM): A variety of diesel-powered equipment is routinely used in underground mines, generating exhaust emissions with a mixture of gases and solid particles (diesel particulate matter). Our DPM-reduction programme is well advanced, with the key initiative being to retrofit exhaust systems with filtering devices that reduce harmful particulate matter by over 95%. Other control mechanisms include optimising local exhaust ventilation flow and personal exposure monitoring.

Although there is no occupational exposure limit for DPM in South Africa and Zimbabwe, the company has established an in-house DPM limit of 0.1 mg/m³ elemental carbon. We currently have 629 employees potentially exposed to levels above this limit (341 at Mototolo Mine, and 288 at Unki).

Fugitive emissions: Metallurgical dust, coal-tar pitch volatiles, nickel and sulfur dioxide (SO₂) have been identified as the main fugitive emissions at our smelter operations. Emissions generated by cleaning activities as well as the crusher plant and furnaces are the main sources of exposure. Our plans to reduce exposure focus on availability and efficiency of local extraction ventilation systems. Task teams are in place at RBMR and PMR to address employee over-exposure in high-risk areas. Controls implemented at Mortimer smelter have ensured employee levels of exposure to metallurgical dust are below the legal limit.

Platinum salt sensitivity: We have assessed levels of exposure to respiratory sensitising platinum compounds at our operations. Exposure-reduction plans at PMR are aligned with the International Platinum Association (IPA) guidelines.

Noise and hearing conservation

All operations have comprehensive noise registers, comprising an equipment inventory and mitigation measures to reduce overall noise exposures. Our principal noise sources are crushing and sandblasting activities. Engineering solutions applied to haul-truck cabins and rock drills significantly mitigate the risk of exposure to excessive noise levels.

In 2021, we recorded seven new cases of NIHL (+10% shift), all at Amandelbult, compared to four in 2020. The fluctuation in the number of NIHL cases reflects the latency period between exposure and noise-induced hearing loss.



Our focus remains on controlling exposure at source and protecting employees who work in environments where noise levels exceed an eight-hour 85 decibel (dB(A)) limit. Customised hearing-protection devices at all sites are fitted individually, and seal-tested to provide the best attenuation against noise sources. Annual maintenance and fitments are undertaken at occupational health clinics.

Fatigue management

Fatigue is a high-priority wellbeing challenge. Various factors, such as medical and psychological conditions as well as aspects of a person's workplace or lifestyle, can contribute to fatigue. In turn, this can reduce alertness and affect judgement. Fatigue-related risks are heightened by the diverse impacts on people's lives and wellbeing during the pandemic.

Anglo American issued an updated fatigue management standard in September 2021. Sites are conducting self-assessments against the requirements of the standard. All our operations have rolled out a fatigue management plan aligned with the mandatory code of practice from the DMRE on preventing fatigue in the workplace.

Employee wellbeing

Since the onset of Covid-19, we have been working on understanding and managing the diverse impacts and implications of the pandemic on employee health and wellbeing.

We have established wellness initiatives across our operations, supported by related campaigns. All our operations have developed formal wellbeing strategies.

Our programmes include educating people on preventing and managing chronic and lifestyle diseases, and to positively influence their wellbeing and lifestyles. In addition to HIV, TB and chronic-disease management, we continue to focus on mental health, drug and alcohol abuse, and other health issues. Contractors have access to our HIV and chronic disease-screening services.

Managing HIV/Aids and TB

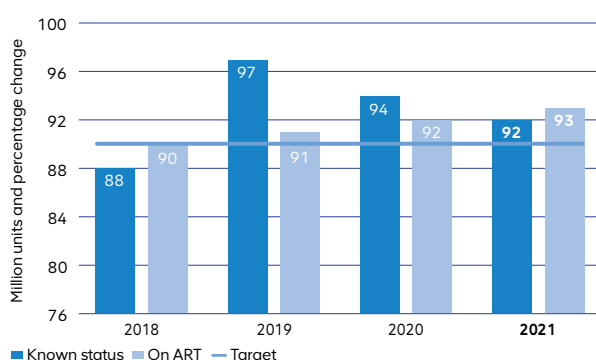
TB and HIV/Aids are significant public-health threats in southern Africa, with potentially life-threatening consequences for employees and their communities. These threats have been amplified by the spread of Covid-19, as people who have HIV or TB (or both) are considered more at risk of severe illness if they contract the virus. At our operations, ensuring that immunocompromised employees have their chronic diseases under control, with viral load suppressed, has been an ongoing focus.



The estimated prevalence of HIV infection in Anglo American Platinum's permanent workforce in 2021 was 21% (2020: 23%). For a third consecutive year, we achieved the first two 90:90:90 targets on HIV management set by UNAids. At the end of 2021, 92% of our permanent workforce (19,386 employees) knew their HIV status. The uptake of antiretroviral treatment (ART) by HIV-positive employees was 93%, (4,189 employees in 2021). Of the known HIV-positive employees on ART, based on available data, 89% have viral load suppression, an increase on 84% in 2020. However, accurately calculating this performance indicator is challenging due to patient confidentiality and relying on medical service providers for the data. We aim to improve our case detection, reporting and disease management in the workplace, to achieve UNAids 95:95:95 targets by 2025. The rate of TB/HIV co-infection was 51% in 2021.

Progress towards HIV targets

(%)



Chronic disease and lifestyle management

We continue to focus on identifying and managing patients with chronic conditions (particularly hypertension, TB and HIV, and diabetes). All employees with chronic conditions are monitored regularly through our occupational health clinics to minimise associated risks.

Based on assessments in 2021, 21% of our workforce has hypertension, 5% has diabetes mellitus. The number of respiratory diseases has reduced due to Covid-19 preventative measures such as frequently wearing face masks, social distancing and good hand hygiene.

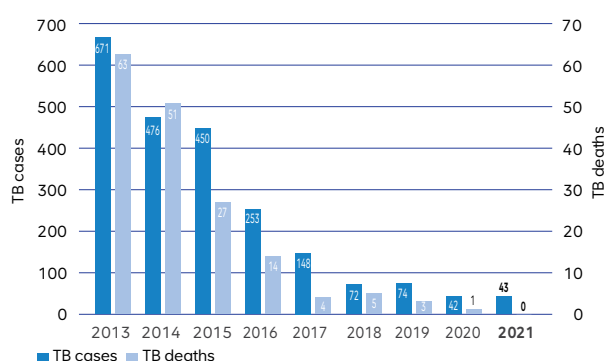
Absenteeism

Initiatives that support employees in achieving optimal levels of health also assist in reducing levels of absenteeism, which can

A total of 43 new TB cases were recorded at our operations in 2021 (2020: 42). New cases were split 27 pulmonary TB and 16 extra-pulmonary. Our TB incidence rate was 193 per 100,000 people, up from 187 per 100,000 in 2020, but remains significantly below the national average of 554 per 100,000 (2020 data). We recorded no TB deaths in 2021 (2020: one).

There was an encouraging 46% decrease in the number of new cases recorded, from 168 in 2020 to 90 in 2021. New cases comprised 28 employees who were either new recruits or previous status unknown, and 62 who changed from negative to positive status.

TB cases/deaths



have a significant impact on the ability of our teams to execute planned tasks safely and effectively. To achieve optimal levels of health, heightened engagement with our employees is performed in support of our wellness initiatives such as our employee assistance programme services, wellness days and on-mine health-promotion activities.

The total absenteeism rate (from injuries on duty, non-work-related injuries and sickness or due to Covid-19 symptoms) was 8.05% at year end, compared to 5.68% in 2020. We are strengthening our initiatives to reduce levels of non-work-related illness based on more insightful sick leave and medical-surveillance reporting, as well as active case management of employees with acute and chronic medical problems. The streamlining of our contractor onboarding process is expected to assist in mitigating levels of absenteeism among our contractors.

Investing in community health

In 2021, our community health initiatives continued to focus on contributing meaningfully to mitigate the impact of the pandemic on lives and livelihoods. Our focus this year was on encouraging and facilitating vaccinations (page 34), and providing medical equipment (page 35).

Our comprehensive socio-economic assessments in local communities using the Anglo American social way 3.0 toolkit (page 99) include health considerations that are also incorporated into social management plans.

Anglo American Platinum spent R14 million this year on health support and infrastructure, much of which was integrated as part of our Covid-19 community response plan. We continue to contribute to community health through specific services, including providing emergency medical services to respond to incidents outside the mining premises, such as vehicle accidents on public roads, medical emergencies in the community and cases associated with community violence. Our facilities also focus on TB contact tracing, working with district TB coordinators. Our SHE management programme extends into mine communities through our Alchemy project and our community empowerment and development programme (page 93). Refer to health and wellbeing stretch goal of the SMP on page 15.



Housing

We deliver adequate housing and ensure decent living conditions for our employees. Employee housing is an important component of our efforts to support our staff operate productively and responsibly, build trust as a corporate leader, and create thriving communities around our mines.

Our management approach



We comply with the new standards for employee housing and living conditions that were gazetted in 2019 as part of Section 28(2)c of the MPRDA. Under the new standard, we are required to prepare housing and living plans alongside our social and labour plans (page 99). Housing plans outline how employees will be assisted with homeownership and provided with accommodation until 2025. We submitted housing plans for all our sites in 2020, and must deliver on these plans by 2025. In line with our housing and living plans, we continue to provide accommodation, build

housing and supporting infrastructure, support service delivery, and offer employee assistance benefits. In 2021, we invested R524.8 million (2020: R484.7 million) in our ongoing employee housing and accommodation assistance scheme, which supports 13,285 employees (2020: 13,133). Through this scheme, we support employees under three benefit packages, the living-out allowance or rental allowance, home ownership allowance and employees assisted home ownership scheme. Additionally we house 2,874 employees in company family accommodation (2020: 5,016), including 1,468 in single accommodation.

Our key 2021 initiatives

Operation	Project
Mogalakwena	Bendor Ext 127: We are on target, and in the final stages of township proclamation. This project will provide 300 new houses in Polokwane and Mokopane for employees at Mogalakwena and the Polokwane smelter. Nine more units have been added to the programme for the Polokwane area. We expect to begin construction in 2022, once the building plan is approved by the municipality.
Amandelbult	Northam waste water treatment works: We are constructing a R100 million waste water treatment plant in the Thabazimbi municipality to improve the management of sewage and enable further community development in the area. Planning was completed in 2021, and construction will begin in 2022.
Rustenburg	Bokamoso waste water treatment works: In agreement with the municipality, we continued to manage the plant, constructed in 2017. The municipality is expected to take over in 2022.



Houses built in Northam extension 6 as part of the home ownership scheme programme.

Case study

Housing supports better relationships

In March 2021, we initiated a housing indaba through the housing forum to reset relationships between management and organised labour, and unblock bottlenecks for the successful delivery of housing initiatives and related benefits. In October 2021, two task teams established through the indaba provided recommendations to PMC for improving our housing benefits and offerings.



The indaba sessions, including the show of commitment to transparency by management, have gone some way to improving the relationship between organised labour and management. Supporting this outcome, all matters in the housing forum have been addressed in a positive and respectful manner, fully aligned to our values and vision of our culture transformation (page 26).



Housing indaba

Task team 1: recommendations

- Owner-built model – recommended that an owner-built model be included, which allows employees to build their own houses under an agreed contract
- Employer-assisted housing scheme subsidy – recommended that the scheme be revised to include a financial assistance component, in addition to the development-driven option
- Assistance at the place of origin – recommended that assistance to employees for home ownership be extended beyond the 100km radius.



Task team 2: recommendations

- Discounting houses on sale – recommended that employees be given first preference, at a discounted rate, to purchase houses being sold by the company
- Rent-to-buy model – recommended that employees be allowed to purchase houses being sold by the company through a rent-to-buy arrangement
- Assisting employees close to retirement – recommended that employees close to retirement are prioritised and supported to participate in home ownership schemes.

Case study

Implementing Impali housing project at Unki Mine

Our Impali Housing Estate project at Unki Mine in Zimbabwe is one of our flagship housing initiatives. The project aims to reduce the costs and hazards of employee commutes, provide decent learning facilities for schoolchildren, and improve the overall welfare of Unki employees. By the end of 2021, 365 houses had been completed, including the construction of bulk water, sewerage, and road infrastructure. The project envisages supporting 748 families with access to housing and amenities, with 358 families supported to date. Beyond 2024, another 201 houses will be built in an effort to have more employees staying close to the mine.



The project will continue through 2022–2024, according to the following schedule:

- 2022: 138 houses, primary school block, ECD block, police post, service building and communal ablutions
- 2023: 126 houses and social amenities infrastructure
- 2024: 126 houses and social amenities infrastructure
- Beyond 2024: 201 houses.



Employee relations

We build strong and constructive relationships with our employees and their representative trade unions to maintain an environment that is conducive to achieving our long-term production and value-creation goals.



Highlights

- Regular meetings and strengthened relationship with unions
- Successful navigation of Covid-19 challenges in partnership with unions.



Learnings/challenges

- Occasional payroll system errors, which are being improved with shared services
- Adapting to the future of work by upskilling and reskilling employees and developing alternative livelihood programmes
- Concerns from unions on technology advancements and new ways of working
- Employee share ownership plan (ESOP) payout resulted in some dissatisfaction due to delayed payments for employees whose personal tax was not in order and that the payment itself was not taxed (page 154).



Focus for 2022 and beyond

- 2022 wage negotiation
- Roll-out of the vaccination programme.



Our employee-relations function facilitates the relationship between employees, unions and the company. It provides a direct point of contact for employees, unions and other employee-related stakeholders, and establishes platforms for accountability and dialogue. The team ensures we comply with labour laws, maintain safe and healthy working conditions, and uphold high standards of human and worker rights.

Our management approach

Our approach and employee-relations structures are collectively sanctioned through an employee relations recognition agreement. In line with this agreement, we have established and participate in employee-engagement structures, including an employee-relations steering committee and employment equity committee where we consult with union leadership, operational-unit partnership forums where employees raise issues with management, and housing forum where employee housing initiatives are discussed.



We prioritise human rights (page 116), worker rights, and the health and safety (page 27) of all our employees. Our policies and procedures are aligned with the conventions of the International Labour Organization (ILO), the South African constitution and all labour-related national legislation. We adhere to the South Africa's Basic Conditions of Employment Act 1997 and apply similar standards in Zimbabwe.

We openly share and communicate our policies and the principles to which we subscribe, to ensure employees and unions are aware of their rights. These include the right to freedom of association,

right to organise, right to basic conditions of employment, and the right to raise grievances or concerns without fear of victimisation.

We encourage the communication of grievances, and proactively manage this feedback through our social complaints and incidents process (page 112). We conduct annual employee surveys as part of our safety initiatives and culture evolution (page 42).



Activities

Our key focus areas in 2021 included:

- Preparing our workforce and unions to anticipate and embrace the changing world of work
- Cultivating a sense of co-ownership of the company's agenda and asset stewardship
- Defining and developing a new collective bargaining model
- Building sustainable relations at all organisational levels
- Reviewing reward and incentive strategies
- Driving mental-health programmes
- Driving inclusion and diversity programmes.

Much focus has been on preparing for the 2022 wage discussions, where we will negotiate a three-year wage agreement with unions. Successful negotiations will be key to facilitating stability in the labour environment until 2025.

Listening to diverse voices

The evolution of our Culture in Action approach is informed by the diverse voices of our colleagues, drawing on five years of employee input on key issues such as safety, gender-based violence, racism, mental health and our core values. Our unions and leadership provide further input to understand the core issues that need to be addressed in the co-creation of our desired culture.

Employee relations continued

Employee engagement initiatives

- 2016: Anglo American operating model social assessment
- 2017: Have your say, operating model social assessment
- 2018: Tshiamo culture surveys, culture and values work
- 2019: Inclusion and diversity survey, living with dignity, elimination of fatalities, have your say
- 2020: Safety culture audits
- 2021: Global colleague pulse survey.

Through these processes, we identified three foundational commitments that require constant focus to unlock our values and evolve our culture:



In line with these commitments, employee engagement is ongoing through various forums, including CEO 'listen and learn' sessions and regular pulse surveys. Engagement is further facilitated by our Team+ performance management approach, and our new corporate office workspace design, both of which promote collaboration and ongoing team dialogue and feedback.

In recent years, we have dramatically improved how we listen to colleagues and use their feedback to inform action and improve the employee experience. Our new global colleague pulse survey provides a short, simple survey that is highly useful for informing decisions, and improving business and colleague outcomes. Our first global colleague pulse was run in April 2021. We ran a second, more comprehensive pulse in September, providing more focused insight on core topics, team-based processes, line manager effectiveness, and ways of working. We achieved a 41% response rate for this survey, and the results have been shared with managers and teams. Action plans to address the main findings were initiated early in 2022.

Our 2021 colleague pulse survey results

- The overall employee engagement index score is at 92%, an improvement of one point since 2019 (includes a measure of pride, job satisfaction and putting in extra effort)
- The proportion of colleagues who feel they have opportunities for personal growth is at 84%, up 15 points since 2019
- The proportion of colleagues who feel involved in, and prepared for, change is one in two (or 50%)
- Most colleagues feel able to speak up, but less than two-thirds feel genuinely listened to when they share an opinion
- The perception of how managers value opinions and support diversity in the workplace increased by 12 points since 2019
- The most-experienced values are safety and integrity, care and respect has risen 20 points since 2019
- Providing clear feedback and recognising great work are the most-requested manager behaviours.

Our 2021 performance

Our relationships with unions are strong. We have had very few unresolved matters about the response to Covid-19, and there appears to be support for the vaccination programme.

In 2021, our total workforce consisted of 25,538 employees; 23,798 in South Africa and 1,740 in Zimbabwe. Employee turnover was 4.06%, excluding voluntary separation packages. In total, 96% of the South African workforce has trade union representation, and 87% is covered by collective bargaining agreements.



Training and development

We ensure our workforce and leaders have the necessary skills and capabilities to drive business impact into the future. Continual learning and development are a key enabler of business renewal and success. We develop the skills and capabilities of our people so that we may achieve our strategic objectives and adapt to the demands of the future.



Highlights

- Achieving numerical goals in line with the employment equity plan
- Significant progress, above Section 28(2)c of the MPRDA goals.



Learnings/challenges

- Future of work: preparing for modernisation and mechanisation
- Skills deficit and skills pipeline
- Experience deficit
- Loss of some key talent
- Reskilling the workforce in relation to technological changes.



Focus for 2022 and beyond

- Close BBBEE skills development gaps
- Review YES programme pilot
- Develop talent for critical and scarce roles
- Recruit and develop women and people with disabilities
- Upskill and reskill for future of mining
- Develop youth development and employment strategy.

Our management approach

In building skills for each employee, we consider personal competencies and aspirations, future needs of the business, and growing sustainability expectations of our stakeholders. The need to drive transformation, build an inclusive and diverse workforce, and meet the needs of a multigenerational workforce are key influences in our approach.

Our development approach includes the following overarching programmes:



Career development panels



Leadership Academy programmes



Development plans



Mentorship programme



Internal coaching programme

Skills development

Our skills development programmes comply with legislation focused on transformation. We develop an annual skills development plan in line with legislative requirements, and engage with organised labour on planning and progress through our employment equity and skills development committee.

We provide training in technical and interpersonal skills. This equips and refreshes employees with the skills required to work safely, effectively, efficiently and ethically. Some training is tailored for specific roles, competencies and experience levels, and some mandated for all staff. Much of our skills training is delegated at group level, but there are also stringent legal requirements for certain mining occupations, where annual training is mandated by the government. We comply with these requirements, and carefully plan and monitor the training and accreditation of our staff. This helps keep our people safe, and protects the business should an accident or incident occur.

Employee development

In addition to skills training, we provide multiple other learning and development opportunities, including:

- Leadership development
- Youth development
- Learnerships
- Coaching and mentorship
- Career-progression planning.

Further training opportunities include role-aligned, nationally accredited competencies and qualifications, study assistance programmes and various e-learning courses and modules. Covid-19 initially disrupted our training programmes, but has spurred development of our digital training capabilities. We now conduct much of our training online, and continue to build our capacity by developing new e-learning modules. We have clear Covid-19 protocols for all in-person training.

Training and development continued

Employee development initiatives

Initiative	Description	Aim	Impact
Young professionals (bursars and graduates)	A well-structured bursary and graduate development programme focused on ensuring a diverse pipeline of professionals into the business across all key disciplines.	Ensuring a healthy pipeline that proactively feeds professionally competent people into Anglo American Platinum. Ensuring development of a specialised and competent workforce.	The programme addresses one of South Africa's biggest socio-economic challenges – the lack of qualified engineers and technically competent people.
Engineering learnerships	Learnership programmes help mitigate the skills shortage in engineering artisanal levels that the company requires.	Learnerships develop employee skills required to become artisans. They also support development of local communities, for a readily accessible pool of skills.	Developing employees supports skills retention at operations. Employment for local communities through post-schooling qualifications.
Fast-tracking programmes	Fast-tracking programmes address under representation of historically disadvantaged South Africans (HDSA) in technical fields, focusing on supervisory and management categories.	Developing HDSA employees with the right skills in underrepresented areas, enabling them to fill supervisory and managerial roles.	The programme addresses the need for Anglo American Platinum to be adequately represented across all occupational levels in line with its transformational objectives.
Skills programmes	Various skills programmes, comprising groups of unit standards that allow learners to become employable for a specific role and recognised by the Mining Qualifications Authority.	Giving learners the opportunity to participate in a skills development programme with national recognition.	Employees benefit from nationally recognised qualifications relevant to the industry that also create the opportunity for promotion.
Cadetship/ internships	Training individuals from local communities in skills for specific jobs to be employed immediately into permanent positions or later as needed.	Ensuring a pool of technically competent people from local communities who are immediately available to fill specific roles in the business on completing the programme.	Addresses the socio-economic issue of preparing youth for employment by providing experiential training in the mining and minerals processing industry.

Performance

In 2021, we invested R831 million (2020: R617 million) on training and development for 17,787 employees (76% of workforce), and each employee received an average 121 hours of training (2020: 33). Section 28(2)c of the MPRDA requires a spend of 5% of the wage bill on skills development, and we spent 6.6% in 2021 (2020: 5.05%). Training hours and expenditure initially declined in 2020 with the advent of Covid-19, but increased in 2021 with face-to-face training starting again and an increased amount of digital learning, together with a reconfigured administrative system to track learning.

Employee participation in our training and development programmes included 22% female and 89% from designated groups. Participation

in our leadership development programmes was 43% female and 71% from designated groups (for the Amplify programme, there was 100% female attendance – 17 delegates). After limited management and leadership development in 2020 due to Covid-19, in 2021 different development interventions were conducted by the Anglo American Leadership Academy, with 87 leaders attending development programmes.

We need to improve our BBBEE-related skills development. We are driving initiatives to close this gap, aiming to achieve a level 4 BBBEE rating in 2023. We need to improve on our recruitment and development of people with disabilities, and will be driving this through the YES programme (page 45).



Training and development	2021	2020
Average per full-time employee (FTE) on training and development (hours)	121	33
Average amount spent per FTE on training and development	R35,205	R25,521

Engineering training	390 learners enrolled in various engineering training schemes (2020: 259) and 86 qualified (2020: 44) 2,134 participated in different specialised trade-related short courses (2020: 2,139).
Leadership development	<ul style="list-style-type: none"> – 70 band 7 and above leaders attended leadership development programmes delivered through the Leadership Academy in 2021 – 17 women band 6 and above attended the Amplify intervention – 87 leaders attended leadership development through the Academy (including Amplify).
Developing our young professionals	Bursaries and graduate-in-training programmes in specific fields for 109 people (2020: 211).
Access to adult education and training (AET)	AET provided to 117 employees (2020: 122) and contractor employees (2020: 22) as well as community members (2020: 47).

Note: Band 7 and above refers to junior management and above. Band 6 and above refers to middle management and above.

Training in 2021

Type of training	Black		Coloured		Asian		White		Total HDSA	Total trained
	Male	Female	Male	Female	Male	Female	Male	Female	trained	
Graduates	38	33	0	0	5	4	20	9	89	109
Bursaries	42	27	1	1	3	2	16	10	86	102
Learnerships (engineering)	236	136	5	0	1	0	12	0	378	390

Average training hours in 2021 (impact of Covid-19 in 2020 is evident) per employee

	2021	2020	2019	2018
Professionally qualified and experienced specialists and mid-management	51	28	33	28
Semi-skilled and discretionary makers	138	29	56	50
Senior management	27	13	17	19
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	90	46	51	49
Unskilled and defined decision-makers	200	91	59	108
Total per employee	121	33	53	50

Case study

Saying YES to youth development

In 2021, we pledged to support the Youth Employment Services (YES) programme. This is a business-led collaboration with the Department of Trade, Industry and Competition (dtic) that provides 12 months of quality work experience and training to unemployed black youth between the ages of 18–35, to assist in boosting their employability and finding permanent positions.

We are taking a phased approach to implementing the programme, starting with a pilot YES initiative at Amandelbult. We recruited 720 youth via implementation partners to work in different economic sectors in the Amandelbult area. The programme began in June 2021 and will finish in June 2022.

Full adoption of the programme across our operations will aid in improving our BBBEE rating, and forms part of our strategy to reach at least a level 4 BBBEE rating by 2025. We are also finalising a youth development and employment



Participant Sarah Khoza is placed as a teacher's assistant at Leeupoort Laerskool in Limpopo.

strategy, aligned to our participation in the YES programme. Currently, we identify and develop local youth talent and skills through our schools project. The implementation of the YES programme across our operations offers the chance to further improve our local talent pipeline, and support the development of thriving communities by creating livelihood pathways for local youth.

In the latter part of the 12-month work period, the focus will be on trying to source substantive roles for the youth, either in Anglo American Platinum, or other companies, or having them set up their own small businesses. Our target is to place at least 2.5% of the cohort, in alignment with the YES programme requirements.

A number of lessons have been learnt during the pilot, chief among these being the proactive and timeous alignment of the YES implementation methodology with our local operational multistakeholder engagement protocols.



Participant Kamogelo Mataboge is placed in the budget and integrated development planning department at the Thabazimbi municipality.

Transformation






We are building an inclusive and diverse workforce to transform our organisation, secure our licence to operate, and unlock potential for long-term value creation. By cultivating an inclusive culture and promoting the recruitment and development of diverse talent and future-fit skills, we are building a capable and creative company that strives to improve people’s lives and succeed as a sustainable employer, partner and investment of choice.

<div>  Highlights </div>	<div>  Learnings/challenges </div>	<div>  Focus for 2022 and beyond </div>
<ul style="list-style-type: none"> – Successful implementation of inclusion and diversity goals and gender-based violence action plan – Achieving numerical goals in line with employment equity plan – Improved BBBEE score on management control/employment equity component of scorecard as well as significant progress above Section 28(2)c of the MPRDA goals. 	<ul style="list-style-type: none"> – Consistent tracking of inclusion and diversity programmes – Compliance with multiple pieces of legislation – Loss of key leaders and skills. 	<ul style="list-style-type: none"> – Developing women in leadership positions – Roll-out further inclusion and diversity programmes (inclusive culture, domestic violence policy, people living with disabilities programmes, LGBTQI+ initiatives) – Compliance with relevant legislative frameworks.

Our management approach

We have an integrated transformation framework and strategy that embeds the requirements of all relevant transformation legislation, and aligns these with our business strategy and sustainable mining plan.

Our transformation framework has five key pillars

Equity and redress	Skills development	Inclusive procurement	Socio-economic development	Inclusion and diversity
				
<p>Achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through elimination of unfair discrimination and implementing affirmative action measures</p>	<p>Promote a skilled and capable workforce that shares in, and contributes to, the benefits and opportunities of economic expansion and an inclusive growth path</p>	<p>Inclusion of historically disadvantaged groups in the procurement of goods and services to ensure a diverse supplier base and advance socio-economic development</p>	<p>Facilitate access, create opportunities, develop partnerships and empower our communities and employees with resources and skills that ultimately improve lives</p>	<p>Cultivate and promote an inclusive culture that maximises talent, skills and diversity</p>

Source: Image from Anglo American Platinum.

Ensuring compliance with the Employment Equity Act 1998, BBBEE Act 2003, and Section 28(2)c of the MPRDA is a key driver of our transformation approach. Yet our ambition goes beyond compliance, to unlocking the value-creation potential of inclusion and diversity. The requirements of these different pieces of legislation are allocated to appropriate functions across

the company. They in turn implement initiatives and conduct regular audits to identify risks and close gaps. Information on our transformation progress and performance is distributed across the social sections of this report, particularly trusted corporate leader and building thriving communities (pages 86–100).



We address transformation inside and outside our boundary fence, and collaboration is key to addressing transformation effectively. We drive this work cross-functionally to achieve our objectives, and have various forums for engaging on these issues. We are building additional forums to strengthen our governance arrangements and management systems. Current forums include the employment equity and skills development committee, housing forum, community development forums, culture leadership team, and gender-based violence (GBV) advisory panel.

Our transformation strategy outlines five strategic action areas for 2021–2023

Critical foundation: inclusion and diversity	Diverse workforce	<ul style="list-style-type: none"> – 2023 target: women account for 33% of senior and top leadership positions – Balanced inclusion of employees at all levels of the organisation, including persons living with disabilities and LGBTQI+¹ community – Effective recruitment, talent management and skills development processes that promote inclusive and diverse practices – A holistic approach to the wellbeing of all employees.
	Legislative requirements	<ul style="list-style-type: none"> – Prioritise improvements on key legislative elements <ul style="list-style-type: none"> • Ownership • Skills development • Enterprise and supplier development – Enhance performance on all other key legislative elements through an integrated implementation approach to maximise impact – Create awareness at all levels of the organisation to understand impact of missing legislated targets.
	Enabling environment	<ul style="list-style-type: none"> – Provide an enabling environment that supports inclusion of historically disadvantaged people in critical and senior positions – Review and build infrastructure that supports inclusion of women, persons living with disabilities and LGBTQI+ community – Create an environment that is conducive and supportive to include women in core and critical roles – Review and develop policies that promote inclusion and diversity and protect physical and psychological safety of all employees.
	Integrated system	<ul style="list-style-type: none"> – Develop, implement and maintain an integrated system for addressing legislative requirements – Develop a system for central document management – Open accessibility of the system to organisational leaders to monitor and account for performance in their disciplines – Design a system capable of analysing and predicting performance against scorecards to ensure room for improvement.
	Governance	<ul style="list-style-type: none"> – Review transformation structures from operational to corporate levels – Review governance model to reflect line manager ownership and accountability.

¹ LGBTQI+: lesbian, gay, bisexual, transgender, queer and intersex+.

Inclusion and diversity

We are building an inclusive and diverse workforce through targeted recruitment and development initiatives for historically disadvantaged people, women and people living with disabilities. We are driving this progress by building a representative talent and succession pipeline, rewarding good performers, developing skills and leadership capabilities, and providing opportunities for career advancement. We are also implementing initiatives that create and enable equality, safety and inclusivity to flourish in the workplace, and become a part of our Culture in Action (page 26).

We have established platforms that foster dialogue on inclusion and diversity-related matters, and have identified employee champions who facilitate the process. In particular, we have encouraged conversations that focus on addressing gender-based violence, bullying, harassment, victimisation and racism.

We need to make more progress on LGBTQI+ awareness and inclusivity.

Employment equity

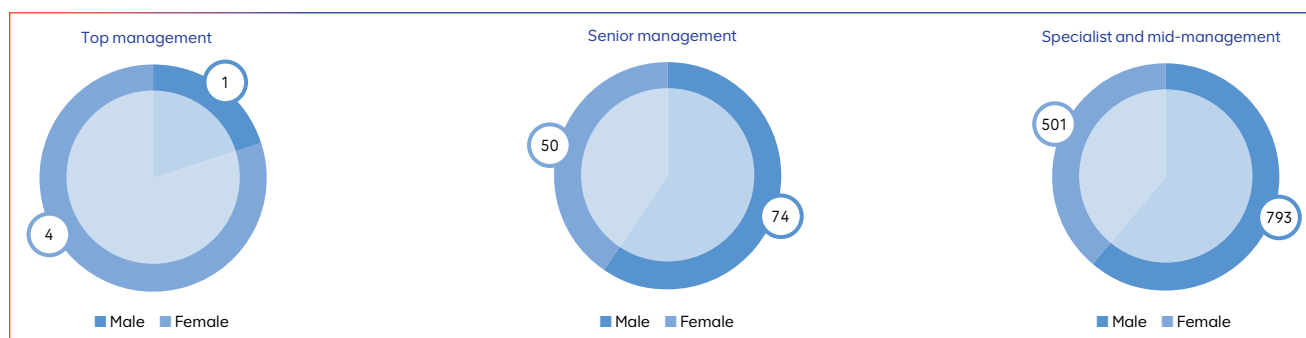
We continue to promote the representation of HDSAs, women and people living with disabilities in our workforce, particularly at management level, in line with Section 28(2)c of the MPRDA targets and our employment equity plan. We engage regularly with trade unions on delivery of our employment equity plan, and remain focused on continual improvement as well as removing barriers to equal participation.

Our target is to achieve 33% representation of women at management levels by 2023. Our commitment to gender equality is reflected in our inclusion in the Bloomberg 2021 Gender-Equality Index which recognises commitment to transparency in reporting on gender and advancing women's equality in the workplace.

Transformation continued

At the end of 2021, HDSAs made up 87% of our workforce (2020: 89%), 89% of critical and core positions, and 82% of management positions. Women made up 23% of our workforce (2020: 20%), 19% of critical and core positions (2020: 18.5%), and 27% of management positions (2020: 25%).

Women in management



We have made significant progress in recent years across different occupational levels. We achieved our employment equity goals for 2021, but recognise there is more progress to be made. We need to improve on female representation, particularly at senior management levels, and in certain technical fields.

We are developing a strategic plan to enhance our inclusion of people living with disabilities. At the end of 2021, people with disabilities made up 0.4% of our workforce (2020: 0.2%), 0.3% of critical and core positions (2020: 0.3%), and 0.5% of management positions (2020: 0.6%).

Employment equity report

Measure	2021 progress against target %**	Compliance targets %*	
Top management (board level)	50	50	✓
Women in top management	42	20	✓
Executive management	50	50	✓
Women at executive level	38	20	✓
Senior management	58	60	✗
Women in senior management	23	25	✗
Middle management	76	60	✓
Women in middle management	30	25	✓
Junior management	85	70	✓
Women in junior management	27	30	✗
Core skills	89	60	✓

* Section 28(2)c of the MPRDA: five-year targets 2019–2023.

** High assurance.

✓ Achieved ✗ Not achieved

Broad-based black economic empowerment (BBBEE)

Anglo American Platinum is a broad-based entity, and we are therefore measured against all BBBEE elements, namely: ownership, management control, skills development, enterprise and supplier development, and socio-economic development.

The BBBEE rating is based on the amended codes of good practice on black economic empowerment released by the

Department of Trade, Industry and Competition in October 2013 and revised in 2019. Our 2021 BBBEE scorecard overleaf is an indicative score based on information obtained across all elements for the period 1 January to 31 December 2021.

We launched a new five-year BBBEE strategy in 2021, and aim to reach at least a level 4 BBBEE rating by 2025.

Our BBBEE scorecard

Scorecard item	Weight	Current situation (score)
Ownership	25	21.74
Management control	19	9.78
Skills development	20 (+5 BP)	7.11
Preferential procurement	27 (+2 BP)	14.77
Enterprise development	5 (+1 BP)	0.24
Supplier development	10 (+1 BP)	0.45 (+ 1 BP)
Socio-economic development	5	3.70
Total points	109	58.79
Total bonus points (BP) (included in above)	9	1.00
BEE level		7*
Discounted BEE level		8

* Higher net profit after tax in 2021 materially affected our BBBEE total score.

Gender-based violence (GBV)

In line with national objectives, we are addressing gender-based violence as a priority across our operations and host communities. A non-violent, gender-equal environment is core to our desired culture, and we drive the elimination of gender-based violence through our Culture in Action and transformation initiatives.

We have zero tolerance for GBV, while acknowledging that many incidents go unreported. We keep an annual record of incidents of GBV reported at our operations, and respond to these in a strict and timely manner. Our aim is to create a workplace and culture that inherently prevents these incidents.

Our response to GBV is leader-led, and we have established a GBV advisory panel to support this work across the organisation. Under the guidance of the advisory panel, we have reviewed the nature of the challenge, our existing initiatives, and global best practices for addressing these issues.

Our existing initiatives cover infrastructure interventions, capacity development, socio-economic development, donations, and moral regeneration initiatives, including:

- Donating mine and park homes for safehouses, and the renovation and refurbishment of women empowerment centres
- Training in GBV counselling provided to faith leaders, and educational support provided to victims and staff
- Engaging on cultural, religious, spiritual and ethical beliefs through schools, ECD centres and initiation schools
- Supporting interfaith leaders to support victims and strengthen family units
- Supporting food banks and distributing food parcels and PPE.

Covid-19 has amplified GBV in our host communities and one of our key projects in response to this crisis situation has been providing safehouses for GBV victims in our communities (page 99).

We are developing a GBV action plan, which is being discussed with unions and aligned with the group. Our approach is summarised below.

Category of work	Key initiatives
Culture foundations	<ul style="list-style-type: none"> – Develop GBV commitment – Research to understand the root causes of GBV.
Change management	<ul style="list-style-type: none"> – Implement and monitor GBV eradication initiatives.
Employee journey	<ul style="list-style-type: none"> – Continuous GBV culture engagements with senior leadership team – Conduct training on reviewed group policy on GBV for line managers, HR practitioners and chairpersons.
Organisation/role design	<ul style="list-style-type: none"> – Assess and strengthen competency of GBV response teams.
Systems/process design	<ul style="list-style-type: none"> – Implement inclusivity and prevention systems – Review and resolve GBV policies – Provide support structures for GBV victims.
Stakeholder relations	<ul style="list-style-type: none"> – Develop and implement GBV engagement and communications strategy – Advertise support structures available for GBV victims.



Healthy environment

We are developing a response to a number of strategic challenges we are facing as a mining industry, in the areas of water and energy security, decarbonisation, safety of tailings dams and biodiversity management. We aim to deliver net positive biodiversity impact, while reducing our emissions, energy and water intensity across our operations.

Material matters discussed in this section

- Environmental management
- Climate change and energy
- Water
- Biodiversity
- Waste
- Stewardship
- Air quality
- Mine closure and rehabilitation.



Biodiversity monitoring, Der Brochen.

Healthy environment



We are stewards of the land and ecosystems at and around our operations. Our vision is to maintain a healthy environment, where we minimise impact and deliver positive and lasting environmental outcomes. We are innovating to reduce the environmental footprint of our business as we work on achieving the stretch environmental goals of our sustainable mining plan. Equally, our contribution to a low-carbon world is underpinned by the PGMs we produce, as these metals are critical in enabling associated technologies that support sustainable green solutions.

Our journey to deliver on our healthy environment vision

Sustainable mining plan stretch goals and visions		Milestones and targets
 Climate change and energy To operate carbon-neutral mines Read more on pages 58–63.		<ul style="list-style-type: none"> – 2022: (indexed on 2019 actual) 7% improvement in energy intensity [GJ/tonne Cu equivalent], and 10% improvement in greenhouse gas emissions (GHG) efficiency [tonne CO₂(e)/tonne Cu equivalent] – 2030: (against 2016 baseline) reduce net GHG emissions by 30%, and improve energy efficiency by 30% – 2040: carbon neutrality across our operations.
	 Water To operate waterless mines in water-scarce catchments Read more on pages 64–67.	<ul style="list-style-type: none"> – 2030: (against 2015 baseline data) reduce withdrawal of fresh water by 50% (Anglo American group target; our targets to support this will be set in 2022).
	 Biodiversity To deliver net positive impact (NPI) across our operations by implementing the mitigation hierarchy and investing in biodiversity stewardship Read more on pages 68–73.	<ul style="list-style-type: none"> – 2021: Draft site-specific biodiversity management plans (BMPs) as well as biodiversity and ecosystem services baseline to be in place – achieved – 2022: impact assessment and mitigation planning, biodiversity offset management plan and biomonitoring programme to feed into a BMP – 2023–2025: Indicators to be tracked against plan on quarterly, half-yearly or annual basis as per approved site plan – 2030: deliver NPI on biodiversity across our operations.

With focus on minimising harm to the environment, we are working to achieve stretch goals in three key areas – biodiversity, climate change and water use (see above). Our environmental work also includes focusing on ensuring that no non-mineral waste is sent to landfill, supporting the circular economy throughout the value chain, managing mineral waste facilities optimally and across our business, addressing quality of the air around our operations, and ensuring effective mine closure planning and land rehabilitation.







Our approach is underpinned by best-practice policies, performance standards and business processes; investing in internal capacity, capability and technological innovation; and partnerships and collaboration with stakeholders. We track and ensure compliance with our policies and performance standards, which are available on request.

Environment strategy

Aspirational statement

Support long-term sustainability of the business through effective management of resources, reduced impact on the environment and communities, as well as compliance to legal requirements

Value levers

	Waste management	<ul style="list-style-type: none"> – Zero waste to landfill – Managing waste streams and seeking opportunities to: <ul style="list-style-type: none"> • Reduce waste at source • Reuse/recycle waste – Innovative waste-related community projects.
	Closure and rehabilitation	<ul style="list-style-type: none"> – Effective remediation options – Compliance with legal rehabilitation requirements – Develop site-specific plans – Identify opportunities in mine planning for concurrent rehabilitation.
	Biodiversity and land stewardship	<ul style="list-style-type: none"> – Build biodiversity capacity and resources – Promote sustainability livelihoods aligned to regional and national landscape initiatives – Implement biodiversity stewardship programmes to deliver positive biodiversity outcomes – Rigorous application of Mitigation Hierarchy – Formalise partnerships and collaborations.
	Air quality and emissions	<ul style="list-style-type: none"> – Engineered solutions to prevent, control, reduce and eliminate emission sources – Effective compliance and reporting systems – Real-time, predictive and credible monitoring of community impacts.
	Water	<ul style="list-style-type: none"> – Cause/control focus: <ul style="list-style-type: none"> • Security and efficiency • Operational excellence • Community water supply and stewardship – Consequence focus: <ul style="list-style-type: none"> • Legal, reputational and social impacts.
	Climate and energy	<ul style="list-style-type: none"> – Assessment of physical climate change and extreme weather risks – Improve energy intensity by reducing energy consumption together with the efficient use of energy – Transition to alternate (renewable) energy sources – Manage carbon tax via applicable allowances.


**Environment
key focus
areas**


**Technology and
environment
key focus areas**

Key enablers

- ① Anglo American operating model ② Operational risk management and critical control management ③ Systems ④ SHE way
⑤ Permitting ⑥ Cross-functional alignment and collaboration ⑦ Communication ⑧ Legal compliance ⑨ No repeats

What success looks like

Zero waste to landfill supported by sustainable waste management systems	Progressive rehabilitation that will ensure mine closure and sustainable community opportunities	2030: deliver net positive impact through biodiversity management plans	Effective control of emissions to ensure zero impact on receptors	2025: potable and raw water intensity reduction 2030: reduce fresh water, increase water recycling and reuse levels, zero level 3 water incidents	2030: 30% reduction in energy intensity and GHG emissions from 2016 baseline 2040: carbon-neutral
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Environmental management

In demonstrating responsible environmental stewardship, our starting point is to ensure regulatory compliance across our business, and no repeats of environmental incidents. Environmental management systems guide our continuous improvement, and we continue to identify, develop and implement data-driven solutions to protect the environment.



Highlights

- Zero level 4–5 environmental incidents
- 36% reduction in minor impact (level 2) environmental incidents (nine compared to 14 in 2020)
- R168.9 million invested in environment programmes and projects
- ISO 14001 certification achieved at all primary operations, except Mototolo complex
- Addressed 88% (water use licence audits) and 92% (regulation 34 audits) of remaining 2019 external legal audit findings.



Learnings/challenges

- One level 3 (moderate) environmental incident: a water-transfer line leak at Rustenburg Base Metals Refinery resulted in non-toxic discharge into the non-perennial Klipfontein tributary stream
- Addressing all remaining audit findings within a calendar year, given remedial action in some cases takes years to implement and the dependency on approval of water-use licence conditions.



Focus for 2022 and beyond

- Effective environmental management, maintaining ISO 14001 certification and pursuing environmental best practices
- Maintain zero level 3–5 environmental incidents; ensure against any repeat level 3 incidents
- Full compliance with outstanding 2019 and 2020 (regulation 34 audits) legal audit findings
- Accelerate implementation of automation, predictive monitoring and data-driven decision-making.

Effective risk management and continuous improvement

SHE policy and SHE way: Our environmental policy forms part of the integrated safety, health and environmental (SHE) policy under the overarching Anglo American SHE policy. It supports the long-term sustainability of our business by ensuring we effectively manage resources, reduce our impact on the environment and local mine communities, and comply with legal requirements. The Anglo American SHE way is the management framework we use to implement our SHE policy. The group SHE policy and SHE way were updated in 2020 to align with our purpose, future compliance with our standards and internationally recognised safety, health and environmental standards (ISO 45001 and 14001). The refreshed policy management system was rolled out in 2021.

The SHE policy embodies three guiding principles:

- **Zero mindset:** we apply the hierarchy of eliminating, avoiding, minimising, mitigating, remediating, rehabilitating and offsetting the impacts and risks arising from our activities

- **No repeats:** all necessary steps are taken to continuously learn from SHE incidents and prevent them from reoccurring
- **Non-negotiable standards:** we apply common, non-negotiable minimum standards and procedures throughout the company.

Environmental management systems: We continue to drive improvements through environmental management systems (EMS). In 2021, we retained ISO 14001:2015 EMS certification at our base and precious metals refineries, which are responsible for product delivery and complying to external requirements.

In addition, all primary operations, except Mototolo complex, have been certified against ISO 14001:2015 environmental management standard.

Mototolo will have its final stage 2 ISO14001:2015 certification audit as planned in the first quarter of 2022.

Case study

Proactively managing incidents to prevent repeats

Incidents that result in negative impacts on the environment and our mine communities are a serious concern for our business. The way we learn from these incidents, or substandard acts and conditions reported, is an essential aspect of improving our performance.

To embed a mindset of minimising harm to the environment and support proactive environmental incident management across our operations, our initiatives over the last two years have been strengthened through a company-wide Environment 365 no repeats programme. This was prompted by the recognition that some level 2 and level 3 incidents in recent years had been repeated in specific sites and business units. Through a series of so-called challenges, we have engaged our employees to learn from low-level incidents to strengthen controls and prevent similar repeats.



We have been using data and monitoring to guide our continuous learning and improvement. A review of actual level 2 (or above) incidents in the last five years showed that overflow and pipeline-related incidents accounted for about 65% of top incidents at our operations, consistent with priority incidents across the group. This has provided a wide network of shared learnings that can be transferred across sites. We assess all incidents for potential consequence rating.

We have linked repeat incidents to operational performance targets, and to critical controls. We have also increased the interaction between environmental and operational teams to ensure critical controls are managed accurately and are continuously improved.



Water sampling, Mogalakwena Mine.

Environmental management continued

Environmental legal compliance

Licence and permitting conditions

Relevant authorities need to legally permit our operations to undertake various activities at every step of the mining process – from exploration to closure. These permits incorporate binding commitments and obligations that we must monitor to ensure we are compliant. This is crucial, as delays in acquiring permits or failing to comply with their conditions and commitments can have significant financial, operational, legal and reputational consequences.

Our licence to operate relates directly to environmental permits and authorisations under relevant sections of the:

- Mineral and Petroleum Resources Development Act 2002 (MPRDA) – environmental management programme report
- National Environmental Management Act 1998 (NEMA) – environmental impact assessments (EIAs), basic assessments (BA), waste management licence and air emission licence (AEL)
- National Water Act 1998 (NWA) – water-use licences (WULs).

Anglo American Platinum has over 3,800 permits to which more than 25,000 conditions and commitments are linked. Systems have been developed to ensure compliance and proactive action management associated with all these conditions. This system is audited periodically by the company's internal audit function. A dedicated team coordinates permitting and stakeholder engagements (during permit acquisition, administration, execution and verification), integrates project-permitting schedules, integrates reporting on permit compliance and risk, and monitors implementation of permit conditions. Compliance monitoring and verification on critical and high-risk permits is ongoing.

This year, we completed the phased roll-out of the leading IsoMetrix environmental data management system, which went live in December 2021. This will integrate all permits with associated conditions and commitments into one system, facilitating effective tracking, monitoring and action management.

Licence and permitting developments

All managed operations have water-use licences (WULs). WULs approved in 2021:

- Der Brochen project amendment
- Mortimer amendment
- Rustenburg Process amendment
- Twickenham proposed development (renewal of existing licence).

WUL applications submitted and pending approval by the end of 2021 by the Department of Water and Sanitation (DWS) are:

- Amandelbult complex — up and downcast shafts, modernisation, bus and taxi terminals
- Amandelbult fine chrome recovery plant.

After some delays, the Der Brochen expansion project's WUL was authorised in October 2021, followed by the authorisation of the EMPR in November 2021. The application to consolidate existing EMPRs, submitted in March 2020, was still outstanding at the end of 2021.

Mogalakwena complex also applied in October 2021 for an amendment to the 2020 EMPR to rectify the waste-rock dump heights. Engagement with the DMRE will continue until final decisions have been received.

Compliance

Each Anglo American Platinum operation and joint operation (JO) in South Africa is required to conduct annual or biannual external audits (or once every five years if not specified) against their WULs in terms of the National Water Act 1998; environmental management programme reports (EMPR); and environmental impact assessments (EIA) under regulation 34 (reg 34) of the National Environment Management Act 1998 (NEMA).

All EMPR/EIA (reg 34) audit reports are disclosed annually on a public website as required. The 2021 audit reports of our managed operations can be downloaded at: <https://www.angloamericanplatinum.com/sustainability/environmental-compliance-audits>.



Environmental incidents

We use the Anglo American approach of classifying incidents on five levels, according to actual and/or potential impact.

There was a 33% decrease in number of substandard acts and conditions recorded this year and a 39% decrease in number of environmental incidents recorded.

In 2021, we recorded one level 3 (moderate impact) environmental incident (2020: one). This related to a water-transfer line leak at Rustenburg Base Metals Refinery (RMBR), resulting in non-toxic discharge into the non-perennial Klipfontein tributary stream. Preventative controls were reviewed and implemented to prevent a repeat (page 57).



We reported nine level 2 incidents (2020: 14), with none classified as high-potential incidents.

Case study

Level 3 environmental incident: water-transfer line leak at RBMR

At RBMR, a leak in a pipeline transferring water from the rainwater dam at the effluent and sodium plant to the Waterval smelter milling circuit resulted in the discharge, evident as white precipitate (non-toxic sodium sulfate), accumulating in the Klipfontein Spruit, which is used as a source of livestock watering. The leak was identified on 7 October 2021 after the monthly water-quality monitoring report identified high salinity at the monitoring point. In taking immediate action to mitigate the impact and remediate the area affected, we stopped pumping water and collected water samples from various locations for analysis. The leak in the transfer line was repaired and contaminated water from the impacted stream was persistently pumped out and deposited into a nearby pollution-control dam, to stop the downstream flow of contaminated water. Post-impact monitoring (two weeks after incident) of water qualities indicated an improvement



in concentrations, supported by good rains, but initial reference limits were still exceeded at the area impacted. While the pollution was localised (up to 200 metres away from the point of discharge), it was not prevalent at the localities downstream. Initial and final investigations concluded that the incident was a level 3 and did not have the potential for serious consequences.

In strengthening controls to prevent a repeat incident, we have increased the frequency and extent of pipeline inspections. We also implemented a leak-detection monitoring system for minor breaks on the line and will be installing flow meters and a pressure transmitter on the transfer line.



In 2021, we recorded 13 complaints/grievances classified as having an environmental impact (2020: eight). All complaints related to our managed operations and involved emissions of gas and dust (seven), effluent or discharges (three) and impacts on livestock/agricultural activities (three). Each complaint was investigated, feedback given to the complainants and remedial action taken where required.

No operation received a fine or legal non-compliance directive in 2021.

Environmental expenditure and provisions

Environmental expenditure for managed operations in 2021 was:

- R61.0 million for waste disposal, emissions treatment and remediation (2020: R35.9 million)
- R107.9 million for preventing pollution and environmental management (2020: R59.1 million).

Total environmental expenditure of R168.9 million was much higher than 2020 (R95.0 million), mostly because of increased incineration costs due to Covid-19 biohazardous waste, higher closure assessment costs and, due to more projects, a significant increase in consultancy fees. This excludes the costs of non-product output as defined in the International Federation of Accountants' guidance document on environmental management accounting.

In addition, capital of R39 million (2020: R351 million) was spent on the SO₂ abatement project at Polokwane smelter to meet compliance conditions. Over R1.6 billion has been spent on this project to date. Feasibility capex on Mortimer smelter SO₂ abatement this year was R74 million.

Climate change and energy management

Climate change is the defining challenge of our times. Our underlying principle is to reduce carbon going into the atmosphere and our clear pathways are guided by our purpose of re-imagining mining to improve people's lives. These include optimising opportunities for our products to support a greener, cleaner, more sustainable world; reducing our energy consumption and intensity; and increasing our use of renewable energy.



Highlights

- Sites reviewed their carbon-neutrality roadmaps and are executing project pipelines
- Appointed a consortium to construct the large-scale solar photovoltaic (PV) plant at Mogalakwena
- Installed the power plant module in preparation to commence with piloting the world's first hydrogen fuel-cell electric mine haul truck
- Partnered in establishing the foundations for developing a renewable power network in South Africa and associated hydrogen valley
- Western Limb Distribution Centre (WLDC) commissioned a 350kWp solar PV plant.



Learnings/challenges

- Energy consumption was above 2020 due to increased production in 2021, with higher run times at ACP
- Rising carbon tax in South Africa will increase operating costs
- Long-term security of reliable and adequate supply of electricity from Eskom is a major risk for our South African operations.



Focus for 2022 and beyond

- Sites will accelerate the roll-out of their emissions abatement plans
- Phased shift to renewable electricity, beginning with 100MW solar PV plant at Mogalakwena from 2024, and associated phased replacement of diesel trucks with hydrogen-powered trucks from 2024
- Continue to work on new applications for our metals that will enable lower emissions, both at our operations and globally
- Partner in supporting reindustrialisation of South Africa through renewable energy and green hydrogen opportunities.

Our management approach

The challenge that climate science sets, as clearly stated in the August 2021 inter-governmental panel on climate change (IPCC) report, is to decarbonise the global economy as quickly as possible. We are committed to playing our part by decarbonising our operations and providing metals that are fundamental to the transition to a low-carbon economy, by enabling decarbonised energy and transport.

Our approach to climate change adheres to Anglo American's climate-change policy and management approach. This includes building internal agility and resilience to climate change, understanding and responding to risks and opportunities related to the carbon life cycle of our products, and developing and implementing collaborative solutions with our stakeholders. Our strategy considers a range of risks and opportunities that climate change poses to our business.

Our response to climate change is firmly entrenched in the group sustainability goals that inform our GHG emissions and energy-intensity reduction targets. In line with the Paris Agreement's 1.5°C goals, Anglo American has committed to achieving carbon neutrality (scope 1 and 2) across its operations by 2040, supported by clear intermediate targets. This year, we have advanced our project planning and achieved encouraging progress in actioning the decarbonisation roadmap we developed in 2020, informed by detailed work at each of our sites.

Our management systems, structures, governance and engagement processes ensure that climate change is considered in all our business decisions. Responsibility for managing climate change is delegated throughout the organisation, with the safety and sustainable development (S&SD) committee of the board assuming ultimate responsibility.

We recognise the evolving interests and expectations of investors in understanding our thinking on climate change. We are a formal supporter of the Task Force on Climate-related Financial Disclosures and continue to align our disclosures with the framework for voluntary reporting on climate-related practices. We will release our first stand-alone TCFD report in 2022. This report will provide comprehensive disclosure on climate change-related impacts, including understanding risks and opportunities as well as resilience.

Our leadership on climate action and transition to the new sustainable economy is recognised in being included on the CDP's A-list, based on our 2021 submission.

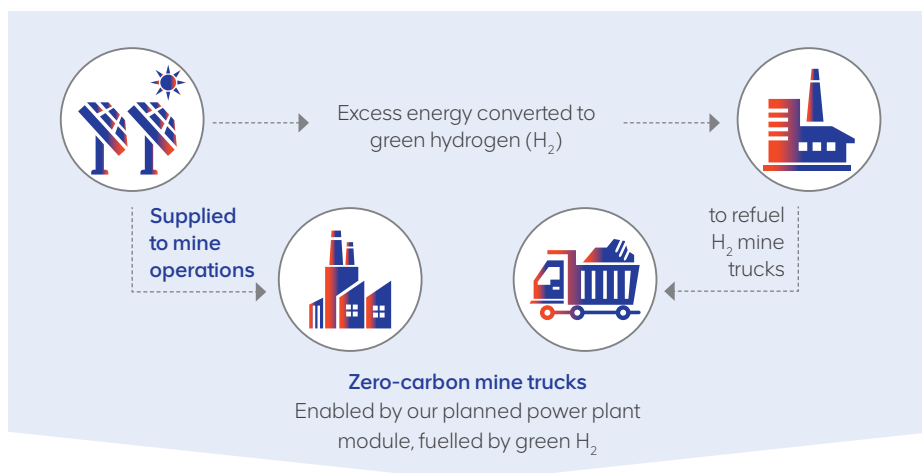
Carbon-tax liability

In South Africa, our operating sites comply with requirements under national GHG emission-reporting regulations and the carbon tax. Our operations are exposed to carbon tax for direct CO₂ emissions (scope 1) from the combustion of coal and other fossil fuels, for the first phase of the scheme (1 June 2019 to 31 December 2022). Currently, 55% of scope 1 emissions result from burning coal to generate heat and steam.

Our operations filed their second carbon-tax submission for FY20 in July 2021, as required. The tax totalled R10.2 million. Carbon tax paid excludes direct taxes paid on diesel and petrol, which are paid at the pump.

We have assessed the potential carbon-tax liability for our business and included carbon pricing in our budget guidance and project evaluations. Going forward, the cumulative annual carbon-tax liability for our operations is estimated at R14 million after applying allowances.

Leading the development of an integrated mine decarbonisation solution



Our pathway to carbon neutrality by 2040

CO₂ emissions reduction relative to 2016 baseline¹

30%

Reduced
by 2030

100%

Reduced
by 2040

Energy efficiency: Initiatives to reduce energy intensity (eg steam reticulation optimisation)

Potential:

20% to 25%

Progress to date:

28% reduction in energy intensity
19% reduction in GHG emissions

Clean power for mines: Renewable energy projects and storage facilities

Potential:

20% to 30%

Progress to date:

Developing our first large-scale solar photovoltaic facility (100MW) at Mogalakwena

Fuel-cell adoption: Roll-out ~40 trucks from 2024 to replace diesel consumption at Mogalakwena

Potential:

10% to 15%

Progress to date:

Proof-of-concept trial on first truck is planned for first motion in H1 2022

¹ Scope 1 and 2 emissions.

Emissions and energy performance

In 2021, our total energy use was 20.81 million GJ, up from 18.0 million GJ in 2020. This was 3.2% above target, primarily due to plant stoppages in the prior year amid the Covid-19 lockdown and increased production in 2021, with higher run times at ACP than in the previous year when the plant was on an unplanned shutdown. The completion of the Polokwane SO₂ abatement plant and the third module at the Amandelbult chrome plant also contributed to the additional energy usage.

In 2021, our operations reported 4.52 million tonnes of CO₂-equivalent emissions (Mt CO₂(e)) (scope 1 and scope 2). This was greater than 3.94 million tonnes CO₂(e) in 2020 due to the additional energy consumption combined with the grid emission factor being retrospectively increased from 1.04 to 1.06 tonnes CO₂(e)/MWh from July 2021, resulting in an unplanned GHG emissions increase of 2% for the six months.

Some 87% of our GHG emissions (3.93Mt CO₂(e)) are associated with electricity consumption, with the balance (0.59Mt CO₂(e)) mostly from direct use of diesel and coal in mining and process operations.

Our energy-use intensity (per unit production) was 6.8% above target due to above-plan energy use and below-plan production, increasing from 0.82GJ per tonne milled in 2020 to 0.84GJ in 2021. Our 2021 energy intensity [GJ/(PGM+Au) oz] was 28% below 2020 due to above-plan refined production. Our GHG emissions intensity (CO₂(e) tonnes/unit production) was in turn also above target, increasing from 0.178 in 2020 to 0.183 tonnes CO₂(e) per tonne milled.

An overview of our reduction targets and progress against these is provided overleaf. On page 59, we report our GHG emissions in line with the Greenhouse Gas Protocol (GHG Protocol corporate standard):

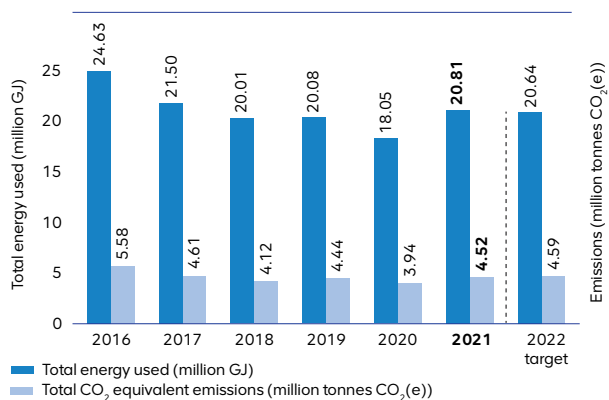
- Scope 1: emissions direct operational emissions on-site
- Scope 2: indirect emissions from purchasing electricity generated by the national utility, Eskom, for site use.

Climate change and energy management continued

Targets and performance

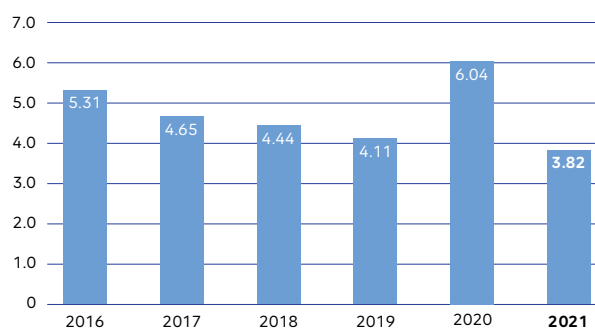
Metric	Target
Energy intensity (energy reduction and efficiency improvement)	2022 (indexed on 2019 actual) – 7% improvement on energy intensity. 2030 (2016 baseline) – 30% reduction on energy intensity.
Climate change (GHG emissions (CO ₂ (e)) reduction)	2022 (indexed on 2019 actual) – 10% improvement on energy intensity. 2030 (2016 baseline) – 30% reduction on energy intensity. 2040 – Carbon neutral.

Energy consumption and GHG emissions

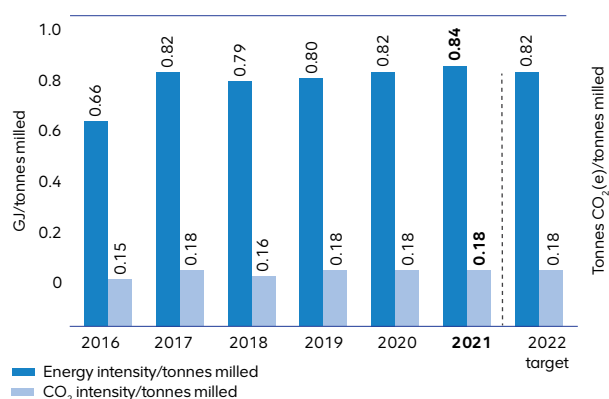


Energy intensity (PGM production)

GJ/(PGM + Au) ounce



Energy consumption intensity and GHG emissions intensity



Energy-security challenges

Both South Africa and Zimbabwe face an ongoing electricity-security crisis. Eskom continues to battle with an ageing fleet, delays in commissioning new coal power plants, and challenges with new plants achieving design capacity. Our operations monitor the situation constantly and have emergency preparedness plans, including protocols to minimise the impact of sustained unplanned power-station outages and load-curtailment requests from Eskom. While there were no safety-related incidents at our operations this year due to power-related issues, we have incurred production losses, directly and indirectly due to electricity-supply interruptions.

Scope 3 emissions

We are committed to playing our part to mitigate the impact of our value-chain emissions, while recognising that the nature of scope 3 emissions means many of them are outside our direct control. Anglo American Platinum scope 3 emissions were included in the full inventory of group-wide value-chain emissions published in 2019. Recognising growing stakeholder interest and a lack of consistency in how scope 3 is assessed across companies, industries and geographies, Anglo American published the full methodology used at that time (www.angloamerican.com/scope-3-methodology-report).

In terms of significance to our operations, our value-chain emissions are relatively low compared to other business units in the group. We recognise our responsibility to act, and our work over the past two years has helped us to understand more fully our own scope 3 inventory and the levers to influence the reduction of those emissions. We are developing a plan to reduce emissions in our value chain and will set reduction targets in 2022. This will align with the group aim to achieve a 50% reduction in scope 3 emissions by 2040 against a 2020 baseline.

Ensuring resilience to climate change

Understanding how climate change may affect our operations and key end markets for our products is critical to our strategic decisions. It also gives us confidence in the resilience of our business, as we look to optimise opportunities in the transition to a low-carbon future.

Scenarios help us project how the world might develop under different assumed conditions. While the exact future pathway is uncertain, we expect climate change to affect the mining industry through risks and opportunities in two broad areas:

- Physical impacts: the potential impact on our operations and surrounding communities from both acute extreme weather events and chronic shifts in climate patterns
- Transition impacts: the potential impact on demand for different products, given assumptions on regulatory, technological and behavioural changes in the transition to a low-carbon economy.

To anticipate these potential impacts and formulate strategic responses, we have developed scenarios for possible future worlds that represent combinations of a potential set of outcomes.

Understanding our climate-change risks and opportunities

Our business faces a spectrum of risks from climate change, including physical, regulatory, market, cost or legal. Details are provided in our annual submission to CDP, section C2.2c (www.cdproject.net). Our principal climate-related risk is the potential impact of climate change on security of water supply for our company and host communities. Security of energy supply, rising energy prices and carbon tax in South Africa are also material risks for our operations.

Our risk management approach enables us to identify and manage both risks and opportunities, helping to ensure the resilience of our portfolio. Our quantitative scenario analysis work has reinforced

this approach and is a key input in our strategic-planning processes. Anglo American Platinum assesses and reviews climate-change risks monthly, with a formal annual risk review.

Two key processes guide how we manage climate-change risks: for projects, we use our investment development model, and for operations, we follow our operational risk management (ORM) programme. The ORM guides operations on how to assess and integrate climate risk management at each level of activity. As part of our ORM, the investment model process and evaluation criteria ensure that climate-change risks and opportunities are embedded in investment design. This includes considering alternative low-carbon energy sourcing, and carrying out the necessary adaptation for extreme weather and long-term climate change. Our specialist business assurance services are responsible for overall monitoring and assurance of the risk-management process.

A climate risk and adaptation assessment is embedded in our ORM. This process will evaluate identified climate-change risks to establish root causes, financial and non-financial impacts, and likelihood of occurrence.

Alongside our methodological approach to identifying, prioritising and reporting on material climate-change issues, we carry out a process of internal reflection and external stakeholder engagement.

Mitigating the risk of physical climate impacts

The investment decisions we make today on mine projects could be significantly affected by weather variability associated with long-term climate change. We seek to understand the physical implications of climate change for our operations and neighbouring communities and implement adaptation responses. Our approach to adaptation includes building climate-change scenarios with the best-available science, using our operating models to identify vulnerability and exposure. We also consider adaptation measures in stage-gate evaluations for new projects.

Climate change and extreme weather are potential risks for our operations. To understand the impact of changes in rainfall, water consumption, security of water supply and infrastructure, in collaboration with South Africa's Council for Scientific and Industrial Research (CSIR), a leading research body, we developed a high-resolution model of the possible impacts of climate change and extreme weather. The analysis extends beyond 2050. The CSIR team looked at the PGM-bearing Bushveld Complex of north-eastern South Africa and the Great Dyke region of southern Zimbabwe. The results informed the risk assessment and infrastructure planning work by Anglo American's water and environment teams.

For example, in informing the design of mitigating controls, more frequent extreme rainfall will require changes in monitoring, infrastructure design and emergency preparedness. Data from the climate models is used in water-catchment models and site water balances.

Climate change and energy management continued

The resilience of our portfolio to climate change, including incorporating a 1.5°C scenario, was reviewed this year as part of a group-wide quantitative scenario analysis. This emphasises the significant role low-carbon hydrogen will play in replacing fossil fuels in the chemicals, steel and heavy-duty transport sectors. For more information, please see the 2021 Anglo American climate-change report.

We are well positioned to proactively stimulate demand for platinum. This includes targeted campaigns in emerging jewellery markets; creating new investment demand for the metal as a store of value; and supporting the development of PGM technologies that are expected to drive industrial demand.

We are investing in primary research and development; supporting early-stage companies commercialising PGM technologies; and working to enable a favourable policy environment for these technologies.

Developments at our operations

Case study Solar PV projects

Solar PV projects

The development of a large-scale (100MW) solar PV facility to supply power to our Mogalakwena complex is progressing well. During the year, we selected a consortium comprising Pele Green Energy, a leading independent power producer (IPP), and EDF Renewables South Africa, a global expert in renewable energy technologies, to build the plant at the mine. The contract includes a 10% free-carry (no requirement to contribute equity capital for the shares) equity ownership into the consortium that will build, own and operate the facility for the duration of its life. This aims to ensure dividends attributable directly to our mine communities over time. The environmental authorisation for the proposed facility was granted in December 2021. We also focused on technical design activities including grid connection options, as well as social, sustainability and community aspects related to site selection.

Construction of the PV plant is expected to start in Q4 2022, with the plant becoming operational by the end of 2023. This plant would cater for around 22% of the mine's annual electricity consumption (an average of 170GWh per annum versus its total annual energy requirement of some 780GWh). The longer-term aim is to use electricity from solar PV to produce green hydrogen at Mogalakwena, as part of a broader project to convert our mine haul trucks to run on zero-emission hydrogen fuel cells. At the site, we have completed the design and build of infrastructure required to produce of hydrogen, its storage and refuelling.

A similar implementation model to the Mogalakwena solar PV plant is being followed for Amandelbult, Unki and the Precious Metals Refinery (PMR), with all other sites to follow in close timeframes.

Small-scale solar PV installations in the pipeline at operations include a 350kWp solar PV ground-mounted plant at our Western Limb Distribution Centre to supply power through five 60kW high-efficiency inverters to meet the operation's daylight hours power needs. Commissioning began in January 2022.

We are developing carport solar PV plants at RBMR and PMR (both 1MWp), to be commissioned in 2023, and at Dishaba mine (200kWp) to be commissioned in 2022. The plants will have solar panels mounted on parking structures and connected to high-efficiency inverters to generate clean power. Dishaba mine is also developing a 100kWp roof-top change-house solar PV plant to meet power requirements for the newly built change house. The plant is scheduled to be commissioned in 2022.

PMR is undertaking a concept study to identify and define opportunities to implement alternative energy technologies that will enable the operation to become fully independent of the Eskom grid.

Renewable technology options are also being assessed for smelters as well as replacing coal as an energy source in the production of steam.



Western Limb Distribution Centre 350kWp fixed-axis ground-mounted solar PV plant.

Case study

Hydrogen haul truck and plant

Anglo American has a groundbreaking project to develop the first fully operational hydrogen fuel-cell electric mine haul truck at Mogalakwena to displace the use of diesel in hydrogen haulage. We are a step closer to realising this ambition. At Mogalakwena, we assembled the world's largest hydrogen fuel-cell electric mine haul truck, which we starting testing in December 2021. The truck is expected to be functioning in Q1 2022. Once fully tested, we intend to begin replacing Mogalakwena's fleet of diesel trucks with hydrogen trucks from 2024, and then replacing fleets across Anglo American's global operations. The lessons learnt in developing the hydrogen haul truck pilot are being used to develop an updated model.

Haul trucks at our mines operate in a challenging environment, with rough road conditions, including spillage and undulations, extreme temperatures, among other factors. Accordingly, they require a robust and proven technology for storing hydrogen safely on the truck. The vehicles are also heavy, weighing over 500 tonnes when fully laden. Developing the hydrogen haul truck has involved designing, building and testing a hybrid fuel-cell and battery system for this application. The haul truck system uses multiple fuel-cell modules in parallel with batteries to provide the power. Working with our suppliers, we have designed and implemented a software solution to safely manage power and energy between the fuel cells, batteries and vehicle drivetrain.

The hydrogen fuel-cell electric mine haul truck will have full in-mine functionality – it will be loaded, haul and then dump material at the crusher or waste dump.

Alongside re-equipping the truck to run on hydrogen, we have also built a hydrogen production, storage and refuelling system at Mogalakwena that incorporates the largest electrolyser in Africa and a solar PV field to support the 24-hour operation of the haul truck. Once operational, the full-sized system is expected to generate 140MW. Beyond eliminating GHG emissions from diesel, our hydrogen systems that serve haul trucks at our sites also have the potential to serve as local and regional hubs for the emerging hydrogen economy.

The regional renewable energy ecosystem under development would provide the foundation for green hydrogen production, facilitating the roll-out of our hydrogen-powered haul trucks across South Africa.



Water

Water is fundamental for our operations and surrounding communities. We embrace our role as water stewards and we incorporate learnings and technology into our approach. We are implementing site-specific water management action plans, supported by improved water accounting, as we work towards meeting our ambitious sustainable mining plan's water goals. We collaborate with stakeholders within watersheds where we operate to effectively manage this shared resource.



Highlights

- Achieved below-target raw surface and potable water withdrawal and intensities
- Sites focused on identifying their most suitable water-saving project opportunities, informed by improved data reporting and accounting
- At Amandelbult, the expansion of a reverse-osmosis plant is enabling significant reductions in potable water use
- Secured an additional 2Ml/day of treated effluent, and initiated upgrade and debottlenecking of Polokwane treated effluent pipeline
- Scavenger boreholes around tailings dams are assisting to manage pollution plumes and reduce freshwater withdrawals.



Learnings/challenges

- Water security remains a principal risk, as all our sites and mine communities as well as municipalities are in water-scarce areas
- One level 3 (moderate) incident: leak of discharge from a water-transfer line at RBMR accumulated in a tributary stream, causing localised non-toxic pollution (page 57)
- Treated effluent supply-line infrastructure at times unreliable, together with poor water quality, resulting in suboptimal use.



Focus for 2022 and beyond

- Confirm site-specific water-saving projects and long-term targets
- Improve water security at all sites by optimising reuse, maximising use of treated effluent and improving integrity of treated effluent infrastructure and water quality from wastewater plants
- Explore and implement innovative technologies, notably tailings dewatering for improved water recovery and recycling rates
- Partner with regional stakeholders in implementing next phases of the Olifants River Water Resource Development Project to promote water security.

Water: a critical issue

For Anglo American Platinum, water security remains a principal risk as all our sites operate in stressed catchment areas. We rely heavily on water for mining and processing activities. Responsible management of this resource is therefore critical, given concerns about water security and quality, as well as strict regulation and scrutiny by authorities. Pressure on shared freshwater resources is exacerbated by growing climate impacts, economic growth and competition between users.

Our water vision and targets

Our ambition is to develop mines that are water-neutral during the operational phase, with our operations requiring no freshwater withdrawals beyond ramp-up. We will always need water, but we can get closer to full-recovery recycling.

The group sustainable mining plan sets meaningful targets for long-term, efficient water use by 2030:

- 50% reduction (globally) in freshwater abstraction (against restated 2015 baseline)
- Recycle and reuse at least 75% globally of available water
- Zero level 3 or higher water discharge incidents
- Use innovative technologies that will allow mining with little or no water.

Our management approach

Our water management strategy focuses on the strategic pillars of water stewardship, regional and operational water security and operational excellence. We take a risk-based approach, guided by the group water policy and water management standard. Our water policy focuses on reducing related risks to ensure water-resilient operations, while reducing our water footprint. It aims to help us meet the vision of a waterless mine and prioritises water stewardship, surface and groundwater aspects.

The standard addresses all aspects of water management:

- Supply and security
- Water for operations
- Hydrology and hydrogeology
- Mine dewatering
- Water collection, storage, uses and discharge
- Closure, post closure
- Water quality
- Potential environmental impacts, including sustainable and socially responsible water use for sites and projects.

Implementing the standard ensures that critical controls and best practices are implemented to manage risks at all levels of the value chain, and to find opportunities for collaborative solutions with communities, based on a detailed understanding of ground- and surfacewater aspects.

Risk assessments

In line with our group-wide risk management framework, we assess water-related risks each year. These include operational risks from limited water availability, in turn caused by abnormal and persistent drought cycles, flooding and discharges due to high rainfall, social risks from competing with other water stakeholders and water-quality impacts of scarce resources.

Our climate-data review and predictive modelling indicate that increasing weather volatility – including highly variable and interchangeable periods of droughts and floods – is likely to exacerbate water stress and vulnerabilities at our operations and communities in which we operate, notably in the Limpopo region.

We completed a regional Limpopo water balance using stochastic modelling (models that use different climatic scenarios and climate-change projections) in 2019. This assisted in quantifying the catchment water assurance, shortfall and demand over time for all water users in the catchment. We compiled heatmaps to indicate shortfalls in storage reservoirs (with and without interventions over time) and we considered bridging options to meet water demand in the study catchment. We support a regional water system to assist both the Eastern and Northern Limbs, notably Mogalakwena Mine, in future.

Each of our sites is implementing a water-conservation and water-demand management plan. This includes water security, water-use efficiency, tailings water-recovery projects and mine-dewatering strategy, stormwater management and discharge

management, complemented by a monitoring programme. The sites have competent persons for water management and, this year, have established water management task teams that meet quarterly to ensure high-level coordination across the site.

Demonstrating strong management of water issues, the company achieved an A- score for its annual submission to the water disclosure project of CDP. This score falls in the leadership band. Our 2021 submission is available at www.cdproject.net.

Compliance

Refer to page 56 for compliance with environmental regulations, licences or permits for managed operations in South Africa or Zimbabwe. In 2022, we will continue to align and amend water use licences (WULs) in line with the water management framework outcomes.

No water source, ecosystem (eg Ramsar-listed wetland) or habitat was materially affected by our extraction and use of water. In 2021, we recorded one level 3 (moderate impact) environmental incident. This related to a leakage of discharge from a water-transfer line at RBMR, resulting in a localised low-toxicity pollutant in a tributary stream that was cleared (page 57). This was not classified as a high-potential incident.

Measuring our progress

In 2021, our raw surface and potable water withdrawal and intensities were better than target. Our potable water intensity was 0.267m³/tonne milled against a targeted 0.294m³/tonne milled. Only 23% of our total water withdrawals was freshwater.

Amandelbult, the site with the biggest freshwater footprint, reduced its potable water use by 22.3%, including through its reverse-osmosis plant as well as proactively identifying and responding to leaks.

Levels of water reuse/recycling at our operations improved from 67.4% in 2020 to 72% in 2021¹. This reflects targeted projects at our operations to retain a greater proportion of water within the water circuit.

¹ Excluding Twickenham which is under care and maintenance.

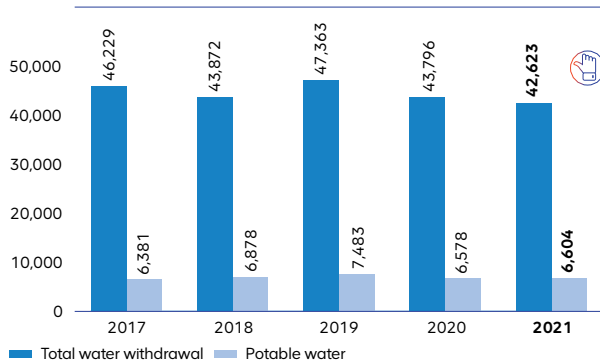
Intensity (m ³ /t milled)	2021	2020	2019
Total water-withdrawal intensity	1.72	1.98	1.88
Potable water-use intensity from external resource	0.267*	0.298	0.297

* Potable water intensity target = 0.294m³/ tonne milled.

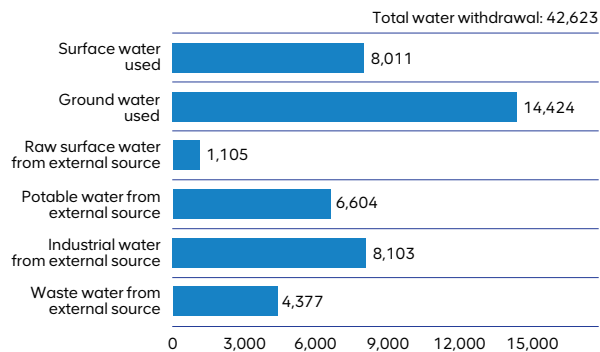
NB: Rustenburg and Union divested operations are excluded to respective date of divestment – 31 October 2019.

Water consumption

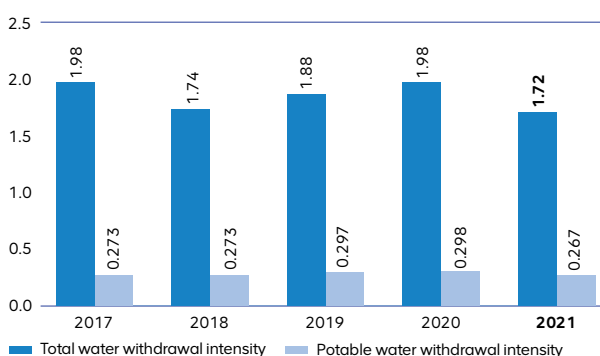
Water withdrawal
(000 m³)



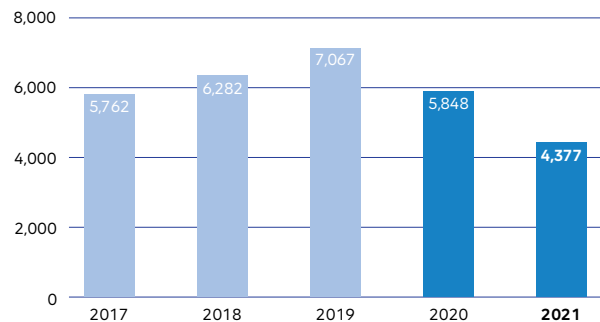
Water withdrawal by source 2021
(000 m³)



Total withdrawal intensity
(m³/tonnes milled)



Waste water – treated sewerage effluent
(000 m³)



Focus areas at our operations

Increasing and optimising treated effluent use

To reduce our freshwater needs, we continue to increase the level of treated effluent water used at our operations to promote its optimal use. We have invested extensively in municipal waste water-treatment initiatives to ensure a sustainable source of quality effluent that does not harm the environment, while providing the mines with safe and useable grey water.

- Through ongoing projects, we secure treated effluent from waste water-treatment plants in Polokwane, Mokopane and Rustenburg, in turn providing these municipalities with a much-needed income stream.
- Over recent years, we expanded effluent-treatment capacity at the Polokwane plant with a 6ML/d biological nutrient removal (BNR) module (megalitres per day) to the value of R120 million. The extension will assist in improving effluent quality into the receiving water body and benefit downstream users.
- We optimised the pumping capacity from the Rustenburg Water Services Trust from 15 to 17ML/day, to keep Klipgat Dam full and avoid the early-summer high temperatures' evaporation risk of day zero.
- We are upgrading and debottlenecking the 60km Polokwane treated effluent pipeline to site for the full allocation of 20ML/d.
- We secured an additional 2ML/d of treated effluent for Rustenburg process plants from the Rustenburg Water Services Trust to be further treated, reducing our dependency on potable water from Rand Water while improving water security for the town.
- We initiated an agreement to receive 1.5ML/d from Bokamoso, which was built as part of our social and labour plan, next to the site. The infrastructure will be established in 2022, after finalising the agreement.
- We are developing a 5ML/day waste water-treatment plant in Northam and secured treated effluent from Northam for Mortimer smelter.
- In 2021, we initiated feasibility studies to upgrade the Mokopane treated effluent pipeline to improve its structural integrity.

At Rustenberg complex, we will treat grey water through ultra-filtration, which removes additional unwanted elements such as suspended solids, and fats, oils and grease. The project will be implemented in 2022/23 and is expected to enable Rustenberg complex to reduce its potable water intake by 20–30%. We are also treating some of the water with reverse-osmosis to reduce chloride concentration. The reverse-osmosis plant at RMBR will be in operation in 2022, with an output of 2.2Ml/d. Further reverse-osmosis capacity will be brought online by 2025.

Partnering and engaging with stakeholders on water security

We have been instrumental in setting up partnerships to advance bulk-water resource development in the water-stressed Limpopo. A principal focus is the next phases of the Olifants River Water Resource Development Project (ORWRDP) by a joint venture between government and the Lebalale Water Users Association. The association comprises Anglo American Platinum and various local stakeholders including businesses and government, with our company playing a significant role. The initiative aims to unlock the resource potential of De Hoop Dam in the Middle Olifants River catchment to promote water security. A memorandum of intent to implement the ORWRDP model was signed in July 2021 by the minister of water affairs and sanitation and the mining industries to build the infrastructure that will provide water to both Mokopane and Polokwane, and the Eastern Limb. Part of the conceptualised scheme is to use current and build new infrastructure to develop community water-supply systems. Prefeasibility stages will begin in 2022, with staged implementation through to 2029.

We continue to engage closely with the Rustenburg Water Services Trust, Polokwane and Mokopane municipalities to improve effluent from wastewater-treatment plants, and regularly communicate with all bulk-water suppliers (Magalies Water, Rand Water, Lepelle North Water and Lebalale Water Users Association) on our use, water tariffs, water restrictions and any related issues. These engagements assist in improving the management of water-supply infrastructure and resources in municipal areas.

We have also continued a water-stewardship project with Strategic Water Partners Network, Polokwane municipality and SABInBev to reduce water leaks and assist with resource conservation and water-demand management initiatives for Polokwane.

Unki is implementing several water-conservation and demand-management projects to reduce site water demand and withdrawal from the Lucilia Poort Dam. Around Unki, 17 boreholes are supplying communities with fresh water.

Our operations seek to respond to immediate needs in local communities. For example, this year Polokwane smelter supplied and installed a water-purifying system at a local secondary school to address water-quality concerns.

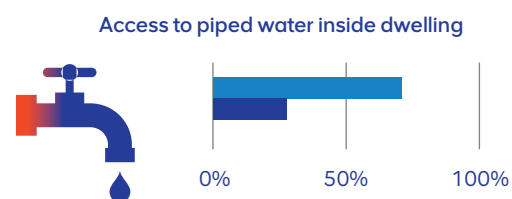
Addressing concerns on water – quality and excess

As part of our strategy, we investigate and, where possible, implement or support measures to address concerns about sources and impacts of nitrate contamination generally in Limpopo province and surrounding the Mogalakwena operation. This year, we completed a geophysical survey to identify target zones for remediation. Engineering measures for nitrate remediation will be designed in 2022.

At Twickenham, under care and maintenance, we continue to focus on excess water management. About 1Ml/d of surplus shaft ingress water is released into the environment. We have made progress in identifying suitable options and will be implementing a short-term and medium-term strategy from 2022.

Number of people with access to drinking water

- South African average
- Anglo American Platinum communities



An ongoing flagship initiative is our partnership with Hall Core Water Mapela in providing 3.5 million litres of potable water daily to over 70,000 people in communities around Mogalakwena Mine. This year, we have been collaborating with the municipality to identify and assess short and medium-term solutions to improve water supply to the municipality, including boreholes and pumps from dams.

Biodiversity

Biodiversity emerges from a complex interaction between species and habitats, and underpins the health and function of our environment. We depend on natural systems, so maintaining biodiversity thresholds is critical to the health and wellbeing of people. We have an ambitious net positive impact (NPI) target that requires us to leave the biodiversity of an area in a better state than when we arrived. Going beyond a simple no net loss principle, this requires a deep understanding of our operating ecosystem and a deliberate land-management strategy.



Highlights

- Sites achieved their 2021 goals in implementing requirements of the group biodiversity standard (finalised draft site-specific biodiversity management programmes (BMPs) and different baseline studies)
- Introduced environmental DNA (eDNA) sampling and analysis at most operations, with Unki setting a leading example
- Held valuable engagements with host communities to better understand their dependence on ecosystem services
- Received the top score in the Endangered Wildlife Trust's annual biodiversity performance ratings.



Learnings/challenges

- Community and youth biodiversity and environmental awareness training initiatives remained on hold due to Covid-19 restrictions
- Although operations have alien vegetation control programmes, complete eradication of these species remains a challenge at most operations.



Focus for 2022 and beyond

- Implement roadmap to net positive impact by 2030
- eDNA sampling will inform the development of respective biodiversity offset management plans and biomonitoring programmes.

Our biodiversity commitment

Our NPI commitment applies to significant biodiversity features impacted by our activities. These can include threatened species, natural habitats, features supporting important ecological processes and ecosystem services essential to the wellbeing of society. Some of our operations are in areas of high biodiversity value, increasing our responsibility to contribute to its protection and conservation.

ICMM members recognise that world heritage sites and legally designated protected areas have an important role in protecting biodiversity values. We honour our commitment not to explore or mine in world heritage sites and continue to encourage other industries to do the same. We also commit to respect all protected areas, and design and operate any overlapping or adjacent mines in a way that does not compromise their biodiversity value. The biodiversity standard highlights our commitment to apply the mitigation hierarchy.

Our management approach

The Anglo American biodiversity technical standard and sustainable mining plan aim to ensure that, by 2030, all our sites demonstrate they are on track to deliver NPI at closure. The standard is supported by a biodiversity guideline for implementation, and outlines a systematic approach to identify biodiversity features, set targets for significant features, identify actions to meet those targets, and track progress to achieve NPI through monitoring programmes.

All our sites are working on full compliance to the standard and are monitoring and evaluating the state of biodiversity and mitigating actions to reduce residual impacts.

The biodiversity value assessments and ecosystem services review studies at the South African operations have mainly been supported by Fauna & Flora International, while the significant biodiversity features and priority ecosystem services baselines have been undertaken by Scientific Aquatic Services and Digby Wells Environmental. The University of Zimbabwe provided assistance to the Unki operation.

To enhance our capabilities, this year we introduced the collection of environmental DNA (eDNA) samples (page 73). The analysed results are adding valuable data to be incorporated into baseline studies.



Each operation has established a draft biodiversity management programme to ensure there is a clear path and process to guide them on meeting their NPI requirements.

All operations in scope (Amandelbult, Mogalakwena, Polokwane metallurgical complex, Modikwa, Der Brochen/Mototolo and Unki) were required to undertake a biodiversity value assessment (BVA) and an ecosystem services review (ESR) early in 2021. This work paved the way for the operations to undertake a significant biodiversity features (SBF) baseline and a priority ecosystem services (PES) baseline. These were completed by the end of 2021 and were undertaken by a number of different specialist companies. As part of the baseline studies, all operations also undertook eDNA sampling to further enhance the biodiversity data. The eDNA sample analysis results, when received, will be used to update the baseline studies.

NPI targets

Target	Progress
<p>2021: Draft site-specific biodiversity management plans (BMPs) to be in place; biodiversity and ecosystem services baseline (BVA, ESR, SBF baseline and PES baseline) to be in place – achieved.</p> <p>2022: Impact assessment and mitigation planning, biodiversity offset management plan and biomonitoring programme to feed into a biodiversity management plan.</p> <p>2023–2025: Indicators to be tracked against plan on quarterly, half-yearly or annual basis as per approved site plan.</p> <p>2030: Deliver NPI on biodiversity across our operations</p>	<ul style="list-style-type: none"> – All our sites are working on full compliance to the standard and are monitoring and evaluating the state of biodiversity and mitigating actions to reduce residual impacts. – To enhance our capabilities, we introduced the collection of environmental DNA (eDNA) samples. The analysed results are adding valuable data to be incorporated into baseline studies. – Each operation has established a biodiversity management programme to ensure there is a clear path and process to guide them on meeting their NPI requirements.

Biodiversity exposure and assessment

	Number of sites	Area (hectares)
Total number of sites and the total area used for operational activities	6	102,680
Number of sites that conducted biodiversity impact assessments used for operational activities in the past five years	6	102,680
Of the sites assessed in the past five years, how many sites are in close proximity to critical biodiversity	2	60,914
Management plans: Of those sites in close proximity to critical biodiversity, how many sites have a biodiversity management plan	2	60,914

Note 1: The six sites (Mogalakwena, Amandelbult, Twickenham, Unki, Der Brochen/Mototolo, Polokwane metallurgical complex) referred to above are all managed operations required to meet NPI requirements. The Modikwa JV is not included although it also forms part of studies undertaken to meet the NPI requirements.

Note 2: The following Anglo American Platinum sites have all completed the biodiversity overlay assessments (BOAT) and biodiversity standard self-assessments – the outcome was that no further NPI studies are required. Biodiversity related EMPR commitments will continue to apply and will be implemented as part of the additional conservation actions: RBMR, PMR, Waterval smelter, ACP, Mortimer smelter.

Case study

Anglo American Platinum's leadership in biodiversity mainstreaming recognised in EWT's biodiversity disclosure project

Demonstrating strong management of biodiversity issues, Anglo American Platinum received the top score in the Endangered Wildlife Trust's (EWT) third annual biodiversity disclosure project report. The conservation group assessed the biodiversity performance of all 327 JSE-listed companies and 27 South African state-owned enterprises. EWT asked eight key questions to ascertain what steps the companies follow to effectively mainstream biodiversity into their activities. The assessment was conducted using publicly available information, including company websites and 2020 annual reports.



The rating is one of the first of its kind globally and is critical in comparing biodiversity performance in a scientifically rigorous and standardised way. It enables comparison of biodiversity performance specifically across all sectors and company sizes. Anglo American Platinum received the highest score of 16, up from 15.5 the previous year.

Anglo American and Kumba Iron Ore also scored 16. Mining companies featured prominently in the top 20, which is testimony to the sector's efforts to reduce its impacts on biodiversity.



Our principal operational initiatives

While all our operations implement requirements to meet NPI targets and deepen understanding of their biodiversity value, below are some of the biodiversity projects being implemented to ensure NPI.

Alien species control

Our sites continue to implement programmes to control alien plant species on site, mainly by using suitably qualified service providers. Because alien plant species thrive on disturbed land, operations like Amandelbult and Mogalakwena with big surface-area disturbances continuously need to eradicate alien species. Other operations implement focused eradication programmes as required once or twice a year, mainly to eradicate alien species that have established as a result of past agricultural practices.

Removal and relocation of protected species

The removal and relocation of protected species remains a focus area for a few operations, mainly Der Brochen and Mogalakwena where substantial areas need to be cleared ahead of mining developments. At Mogalakwena, these activities have been managed in-house due to the relatively low numbers of plants and on-site expertise. Der Brochen has engaged specialists owing to the large number of plants from diverse species, some of which have limited historical data on relocation success rates.

Early in 2021, the area identified for the south shaft development was cleared of all protected species. The second phase, which includes the conveyor corridor, has been surveyed and the permit application process initiated.

Most of the plants removed have been relocated to adjoining areas with similar biophysical properties to maximise the relocation success rate. In addition, we established a nursery for planting seedlings and cuttings to offset plants that could not be relocated for various reasons, including size and relocation success rates.

Rehabilitation and conservation

Most operations have environmental management programme (EMPR) and water-use licence (WUL) commitments related to rehabilitating the land we disturb, especially waterways and river crossings as well as erosion-prone areas. Certain operations have employed specialists to assist in developing plans to rehabilitate these areas. Some operations undertake ongoing rehabilitation projects for river crossings and erosion-prone areas internally, while others have budgeted to restore these areas in 2022.



Sikle bush, Mogalakwena.

We regularly monitor the state of vegetation and presence of wildlife, with encouraging progress observed. Conservation initiatives include beekeeping projects (see case study below).

Case study

Beekeeping initiatives yield diverse benefits

At Amandelbult complex and at Whiskey Creek, we are implementing bee-apiary projects which are an excellent example of sustainably combining biodiversity and mining. As pollinators, bees contribute to complex, interconnected ecosystems that allow a diverse number of species to co-exist. But bees also present a health and safety hazard at our operations. Our bee-conservation initiative is a proactive and preventative control that protects and promotes pollination and biodiversity, while contributing to NPI.



The projects also provide opportunities for interested community members to undertake bee-farming and develop business opportunities.

Amandelbult has scaled up the initiative it launched last year with an additional apiary and a honey-processing plant, and more community members assisting. Whiskey Creek has a well-established and productive beekeeping project.



Protected-area management

Anglo American Platinum manages large tracts of land with varying biodiversity value. Amandelbult manages the Madeleine Robinson Nature Reserve on mine property, while Mogalakwena manages the Mooihoek farm, Groenfontein farm and Nyl conservation area as part of its commitment to biodiversity. The title deed of the Mooihoek farm was transferred to the community in October 2021 as part of a resettlement agreement and a joint-venture agreement for the continued sustainable management of the property has been concluded.

Case study

Measuring biodiversity at a molecular level

The use of environmental DNA (eDNA) as a tool for biodiversity surveys is a fast-developing field. The pioneering technique takes biodiversity assessment down to the molecular level. Despite its relative infancy, eDNA is proving useful for surveying a wide range of macro-organisms (animals, plants, fungi) – particularly for aquatic and riparian species where traditional capture-based methods may not detect rare species and can be time-consuming and expensive.

DNA is extracted from water samples collected at sites and is sequenced, allowing identification of individual species using bioinformatics analysis. This provides an effective method of measuring biodiversity. This year, we rolled out eDNA sampling at most of our operations, with the programme most advanced at Unki.

The analysis of eDNA samples collected will inform the development of respective biodiversity offset management plans and biomonitoring programmes.



Aquatic ecologist samples eDNA on the Olifants River in the Limpopo Province, South Africa. The photograph was taken in November 2021.

Mineral residue facilities

Managing and storing waste rock and processed mineral residue are a critical issue across our industry. We continue to develop practical solutions to meet the social, safety and environmental challenges of mineral residue management, while implementing leading practices across our operations.



Highlights

- Developed and began implementing plans to achieve conformance to the requirements of the global industry standard on tailings management (GISTM), prioritising longer-term tasks for highest-risk facilities
- Initiated studies to better characterise our mineral residue waste to assist with both environmental control and identifying opportunities for its use in more valuable applications.



Learnings/challenges

- Our investigations into the value of spatial inventory modelling (the tracking of mineral waste spatially) for managing mineral waste yielded limited prospects and confirmed the importance of retrospective analysis of waste dumps for assessing the risk or potential value of waste rock
- Limited progress in realising opportunities to reuse slag as part of our initiatives to deliver circular-economy value.



Focus for 2022 and beyond

- Implement plans to conform to GISTM requirements while ensuring compliance with the group technical standard
- Invest in new mineral-processing technologies that are more energy and water-efficient
- Identify and realise opportunities to use mineral waste to generate value through commercial and community projects
- Implement step-change technologies to drive further reductions in the volume of waste material produced, and water and energy consumed.

Managing tailings and storing mineral residue

Mineral residue from mining includes both the waste rock removed to expose the ore in the ground, and 'tailings', the remaining mineral waste after we process mined ore to separate the valuable metals or minerals from host rock. Mineral residue affects the land through the establishment of tailings storage facilities (TSF) and waste-rock dumps. A TSF is a highly engineered structure comprising one or more tailings dams with embankments, designed to permanently store tailings.

We are an industry leader in our approach to managing tailings safely. The Anglo American group technical standard, to which we conform, addresses the risks of both tailings dams and water-retaining dams, while risk management for waste-rock dumps and stockpiles is covered in the group geotechnical standard. The technical standard sets out requirements for design, monitoring, inspection and surveillance, which we follow as a minimum practice. While the standard is recognised as industry leading, it will continue to evolve beyond best practice to set even higher standards.

The Global Industry Standard on Tailings Management (GISTM), published in August 2020, represented a vital step forward for the global mining industry. It was the product of the Global Tailings Review, which was co-convened by the United Nations Environment Programme (UNEP), Principles for Responsible Investment (UNPRI), and the ICMM.

Our majority shareholder, Anglo American, played an active role in the multistakeholder process of developing the GISTM which covers standards and practices over the entire tailings facility life cycle and sets a high bar for the mining industry to achieve strong social, environment and technical outcomes. The GISTM is intended to be applied to existing and future tailings facilities, wherever they are found and to whomever operates them.

In 2021, we continued the process of updating our group technical standard. We are developing a detailed plan based on a gap analysis and specific reviews of our sites. This work demonstrated a need to make adjustments to align fully with the GISTM. These adjustments included undertaking additional analysis and modelling of different geotechnical and environmental conditions as well as alignment of classification conventions.

We are working towards conformance with the GISTM in line with Anglo American's ICMM membership commitment. This commitment entails that TSFs with 'Extreme' or 'Very high' potential consequences, as rated under the GISTM, to be in conformance by 5 August 2023. The 'Extreme' and 'Very High' potential consequences under the GISTM generally correspond to the 'Major' rating under our internal Consequence Classification of Structures (CCS) rating for TSFs. All other TSFs must be in conformance by 5 August 2025, which relates to the TSFs rated 'High', 'Moderate', 'Minor' and 'Insignificant' under the CCS. We are working towards conformance of these requirements or to have a structured plan for conformance pending results of the required detailed analysis and studies.

Innovation and improvement

Throughout the year, we carried out work to update, enhance and standardise our critical control systems for all of our tailings facilities. We made significant progress during the year and are now rolling out the new systems at our largest facilities. We have rolled out electronic dashboard systems across our operations and plan to augment this current functionality to include remote instrument monitoring, live-feed data reporting and integration with critical controls.

The evolving use of satellite, drone, and remote monitoring solutions continues to provide us with vital additional modalities on

top of physical, on-site inspections. During 2021, we prepared to launch monitoring using Interferometric Synthetic Aperture Radar (InSAR) satellite technology. InSAR uses radar signals reflected off a surface to measure deformations over time. The results can be viewed on-site or at the business unit and group executive level. During the year, we reviewed the technology and shortlisted vendors, with a view to implementing InSAR in 2022. The deployment of drone-based solutions has allowed us to inspect facilities in ever greater detail from anywhere in the world. This tool will continue to be implemented alongside traditional inspections to provide additional oversight. Draft seismic hazard maps were completed for South Africa and Zimbabwe. We continued to conduct site-specific reviews, with the aim of carrying out seismic stability analyses for our TSFs in 2022.

All our TSFs in South Africa are operated in line with the national mandatory code of practice on mine residue deposits as stipulated by the DMRE.

Our mineral residue storage footprint

Anglo American Platinum manages six active TSFs: five in Limpopo, South Africa, and one in the Midlands province of Zimbabwe. We also manage four slag dumps: one in North-west, two in Limpopo and one in the Midlands Province of Zimbabwe.

All our managed tailings dams have been constructed using the upstream method, except Blinkwater dam at Mogalakwena, which uses a downstream method of construction, and dam 1 at Unki Mine, which uses a hybrid downstream/upstream method. There are seven TSFs (two on care and maintenance) at our non-managed joint-operations in North West and Limpopo provinces in South Africa.

 Details on all these facilities are published on our website.

We have not had any significant tailings management-related incidents since 2013. At all of our upstream tailings dams, we are advancing further assessments of our dams.

A proactive approach to safe mineral residue facilities management

We are dedicated to the safe and responsible management of tailings storage facilities (TSFs) and have committed to ensuring that systems, standards and resources are available to prevent any catastrophic failures. This is aligned with our ambition to be a leader in ESG and commitment to conform to the Global Industry Standard on Tailings Management (GISTM) developed by the Global Tailings Review.

One of the requirements of the GISTM is that operators “identify and address all types of failure modes with conservative design criteria independent of trigger mechanisms.”

At all of our upstream constructed facilities, and in line with our preparation for GISTM conformance, we are advancing additional analyses including appropriate laboratory and field-testing. The project is a continuation of the recently completed four-year research project in Australia by four universities and six industry partners including Anglo American, led by the University of Western Australia (UWA). These processes will be incorporated into the procedures for stability and deformation analyses for our TSFs and to define appropriate risk mitigation measures.

Mineral waste as a resource

This year, we have taken steps to better characterise our mineral residue waste and identify potential opportunities for value-adding applications. Realising opportunities to reuse slag is a focus in our initiatives to deliver circular-economy value. We have commissioned various research projects on viable uses for smelter slags, after receiving approval from the Department of Environment, Forestry and Fisheries (DEFF) in 2020 to exclude slag as a waste stream from the definition of waste for all three smelters. For example, in exploring design innovations, in 2022 we will evaluate the potential to use slag in constructing tailings dams.



Non-mineral waste

Demonstrating leadership in managing non-mineral waste streams, this year all our managed operations again sent no waste to landfill for all non-mineral waste streams with reuse/recycling solutions. Our sustainable waste-management programme supports a healthy and clean environment and embraces the concept of the circular economy to eliminate or repurpose waste into new resources.



Highlights

- Maintained zero waste to landfill (ZW2L) for all managed operations
- Third place at Eco-Logic Awards for our ZW2L project
- Confirmed offtake solutions for three of the five remaining challenging waste streams
- Our ZW2L project has been nominated for the Anglo American Applaud awards and is a finalist in the sustainability category.



Learnings/challenges

- Limited supply-chain waste-minimisation opportunities realised to date
- Offset solutions for lead and base emulsion at our operations yet to be confirmed, accounting for 14.7 tonnes of waste being sent to landfill
- Some 718 pre-levy tyres still to be downsized at Mogalakwena; post-levy tyres yet to be collected by the Waste Bureau.



Focus for 2022 and beyond

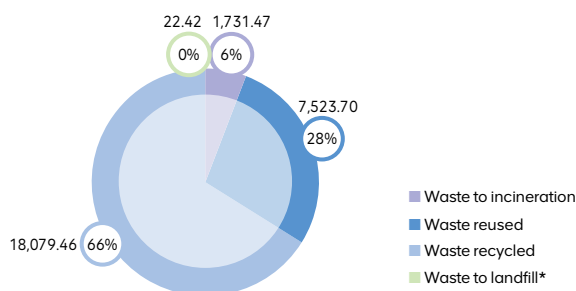
- Maintain ZW2L status (for all managed operations) and confirm offtake solutions for two remaining problematic waste streams
- Enhanced focus on supply-chain waste-minimisation opportunities
- Investigate alternatives for incineration
- Shift towards life cycle solutions, in partnership with waste companies and community-based initiatives.

Embedding a waste-to-value culture

All our managed operations sustained their zero waste to landfill (ZW2L) status in 2021 by ensuring all waste included in the scope is reused, recycled, composted, or sent for energy recovery. The journey towards ZW2L began with a commitment in 2013 and was underpinned by a progressive shift in our approach to waste management.

Our ZW2L project was awarded third place in the recycling and circular economy category of the 2021 Eco-logic Awards hosted by Enviropaedia, in recognition of the company significantly reducing waste volumes and facilitating a circular economy through reuse, recycling or upcycling.

FY2021 total waste
(Tonnes)



* Excluded from ZW2L scope: 7.72 tonnes of asbestos waste (the landfilling of asbestos is mandatory in terms of South African legislation) and 14.7 tonnes of problematic waste streams for which no ZW2L solutions are currently available.

Key initiatives and positive impacts

The ZW2L project has prevented many types of waste from going to landfill: scrap metal, plastic, paper, cardboard, empty paint tins, glass, fuel, fluorescent tubes and bulbs, and construction

materials, including electrical scrap and cables. At a landfill site, decomposition processes release greenhouse gases, such as potent methane, into the atmosphere. Less waste in our environment can curb climate change and prevent other forms of pollution to water or soil.

In reducing hazardous waste sent to landfill, key initiatives include bioremediation plants at our operations which rehabilitate soil affected by hydrocarbon spills so that it can safely be reused in land rehabilitation, and improving the quality of sodium sulphate and sodium chloride by-products at our refineries for sale and use in various applications.

Through these initiatives, annual savings in avoided transport and disposal costs exceed R32 million.

Waste streams such as food packaging and mixed waste are used in refuse-derived fuel (RDF) facilities, while building rubble is used as a resource at the Klinkerstene waste-management facility. Other innovations include separating the components of air filters for recycling and reusing flux (clay) pots.

We continue to innovate and explore environmentally friendly technologies. In Zimbabwe, where there are limited offset/recycling opportunities external to the operation, our Unki operation implements a small-scale incinerator to thermally treat waste that cannot be reused or recycled, and a biogas digester to generate biogas through the sustainable treatment of biodegradable waste, which has set a leading example for other institutions (see case study alongside). Mogalakwena is upscaling an initiative it successfully trialled last year to produce compost using suitable materials generated at its sites. The compost is used to improve the condition of soil used for rehabilitation instead of buying fertilisers, which are mostly chemical based.

Case study

Unki Mine's biogas project inspires widespread adoption of the environmentally friendly technology

At Unki, the successful implementation last year of a biogas project to generate biogas has set a leading example in inspiring widespread uptake of the environmentally friendly waste-to-energy solution, within and outside the mine's zone of influence. Unki Mine promoted the diverse positive outcomes of the project and received enquiries from private and public institutions interested in implementing the technology. The technology has since been transferred to 80 public institutions in Zimbabwe. Other mines in the country have also benchmarked with Unki and adopted the technology.

Unki's biogas plant has a capacity of 150m³ by volume and is fed by organic domestic waste from the camp and office kitchens that used to be landfilled as well as raw sewage destined for aerobic digestion in the sewage plant.



The controlled anaerobic decomposition of organic materials by bacteria generates environmentally friendly, clean and efficient biogas fuel. The gas is being used for cooking on-site, replacing a significant amount of electricity. Other application opportunities for the gas include lighting, electricity generation and refrigeration. Of the total 35 tonnes of biodegradable waste generated monthly at Unki complex, the plant is currently treating 25–27 tonnes per month, with the remaining waste collected by the community for use as pig food. The by-product digestate is used as organic fertiliser for gardens and the tree-rehabilitation programme.

Promoting the use in local communities of the cheap, renewable energy for cooking and lighting is reducing demands on firewood. In turn this reduces deforestation and supports biodiversity conservation initiatives.



Hazardous waste management

Managing hazardous substances is strictly regulated and controlled at our operations, and at receiving-waste facilities, which are regularly audited by external parties. Hazardous waste can only be stockpiled for up to 90 days and is not an alternative for sending it to landfill.

All our sites comply with the Anglo American hazardous-materials management technical standard. This covers planning and design, systems implementation and management, and performance monitoring of all aspects of hazardous materials used in mining and processing, and includes local legal compliance. It does not set explicit targets on reducing or substituting the use of hazardous materials. In managing hazardous materials, we implement defined minimum mandatory critical controls for each site to ensure fatal risks are proactively managed.

Hazardous waste, such as acids and chemicals, are primarily used in the refineries (RBMR and PMR) and where we have on-site laboratories. At RBMR, for example, used chemicals are retained in a closed system and absorbed in the production cycle, ensuring no liquid chemical waste is sent to landfill. Chemical/acid waste is mostly produced when there are spillages, for example a sump spill at an acid plant. These are typically treated with lime before being cleaned out of the sump and the lime mix is further treated for use as cover/fill material (becoming a resource) at the Klinkerstene landfill facility.

Materials stewardship and circular economy

As a responsible-product steward, we aim to positively influence the environmental and social impacts of our materials and resulting products across the value chain and throughout their life cycles. We ensure our products are produced safely and responsibly, and we are exploring significant beneficiation opportunities – at scale. We are also applying circular-economy principles as we seek to create greater value through more circular activities.



Highlights

- Self-assessments and stage 1 audits against the Initiative for Responsible Mining Assurance (IRMA) standard have been completed at 50% of mining operations in 2021 and 25% of mining sites have completed third-party audits
- Met all product-related regulatory obligations.



Learnings/challenges

- The circular economy is helping us to re-imagine our business for the future. As circularity moves from a revolutionary concept to a societal expectation, it is influencing not just our approach to environmental matters, but our strategic thinking throughout the value chain and across the business. Through collaborative initiatives like The Circulars Accelerator, we continue to learn from global developments.



Focus for 2022 and beyond

- Embed circular-economy principles into our thinking and decision-making, and apply them on an increasing scale
- Continue to demonstrate leadership as a reputable and responsible PGM producer through ethical processes
- Implement a roadmap to ensure all our operations undergo third-party audits against recognised responsible mine-certification systems by 2025.

Responsible stewardship of materials

Responsible stewardship is crucial for preserving our reputation and our ability to market products. Our approach focuses on ensuring responsible production, meeting regulatory obligations, and responding to growing demand from our customers for assurance that the minerals and metals they buy are produced responsibly.

In keeping with our sustainable mining plan and stretch goals, we are implementing a roadmap to ensure all our operations undergo third-party audits against recognised responsible mine-certification systems by 2025. We are rolling out the standard of the Initiative for Responsible Mining Assurance (IRMA) across our sites. Our Unki Mine completed the voluntary certification last year, achieving the IRMA 75 rating (second-highest level) and, this year, implemented a plan to close identified gaps.

In 2021, we progressed IRMA audits at Amandelbult and Mototolo mines, with both sites undertaking self-assessments, stage 1 assessments and pre-stage 2 virtual audits. The on-site audits have been delayed due to Covid-19 and are planned for Q2 2022. Unki will undergo a surveillance audit in 2022.

Where we source concentrate and feedstocks from third parties, we have systems to enforce the appropriate due diligence. This ensures our practices and policies meet the requirements of the London Platinum and Palladium Markets' (LPPM) responsible sourcing guidance, a commitment that is externally assured.

Meeting regulatory obligations

In demonstrating responsible product stewardship, our starting point is to ensure regulatory compliance for products across our business. This includes implementing the UN's Globally Harmonized System of Classification and Labelling of Chemicals, and the EU's Registration, Evaluation, Authorisation and Restriction of Chemicals as well as variants emerging in other jurisdictions.

Comprehensive systems are in place to ensure ongoing compliance, establishing a continuous process of product testing, hazard assessment and communication via safety-data sheets. Where products are deemed to be 'dangerous goods', the relevant packaging, labelling and consignment procedures are met – as defined in regulations such as the UN's international maritime dangerous goods code.

There were no material incidents during the year.

Air quality

Ensuring we adequately understand and control the dust and gaseous emissions we release at our operations are essential to prevent adverse impacts on the environment and mine communities, while meeting current and future legislative requirements. We are implementing continuous air-quality improvement programmes, moving away from a compliance-focused approach.



Highlights

- Polokwane smelter SO₂ abatement plant successfully commissioned and significantly reducing SO₂ and particulate matter (PM) emissions from the main stack
- In implementing air-quality offset plans for Mortimer and Waterval smelters, we completed baseline studies and identified potential projects to be developed and piloted in collaboration with affected communities
- All sites are on track with implementing plans to meet requirements of the group air-quality standards
- Ground-level ambient SO₂ concentrations and exceedances remained within legal requirements.



Learnings/challenges

- Seven air quality-related complaints, compared to five in 2020
- Covid-19 restrictions slowed progress with air-quality offset plan baseline activities and remains a risk to project implementation timelines.



Focus for 2022 and beyond

- Ensure emissions are minimised and permit conditions met
- Apply learnings from SO₂ abatement project at Polokwane in constructing a similar facility at Mortimer smelter to reduce emissions and comply with more stringent emission limits
- Advance our predictive modelling system to enable smarter air-quality emissions control
- Pilot implementation of air-quality offset initiatives, followed by full-scale implementation of selected projects through to 2025.

Minimising our negative impacts on air quality

Dust or gaseous emissions with the potential to impact air quality can occur at any stage of the mining life cycle. In addition to greenhouse gases (GHGs), we monitor and manage the emission of sulfur dioxide (SO₂) and particulates (largely from our smelters), dust fall-out (mainly from our tailings dams and opencast mines), nitrogen oxides (NOx) emissions from mine vehicles and other diesel engines, as well as point sources (stacks) at some of our operations.

Monitoring dust and gaseous emissions

We have real-time ambient monitoring networks in Rustenburg, Polokwane and areas around our Mortimer smelter. These stations measure SO₂ and PM in line with regulatory requirements and best practices. They also provide an indication of ambient air-quality levels and associated trends. Our highest-priority particulate emissions are those classified as PM₁₀ and PM_{2.5} (particulate matter of under 10 and 2.5 microns respectively). We report the results of ambient monitoring to the relevant authority quarterly.

NOx emissions are monitored continuously at our converter plant (ACP), our greatest source of these emissions, and annually through isokinetic sampling at all stacks at relevant operations in line with the respective Air Emission Licence (AEL) requirements.

Our air-quality incident investigation protocol ensures that, if an incident occurs, we can minimise the impact on our communities. Our policy is to create a record and initiate an investigation to develop appropriate mitigation measures. We also investigate all air quality-related complaints we receive.

SO₂ abatement

Our most material air-quality issue is SO₂ emissions from our three smelters in South Africa. We are implementing an SO₂ abatement roadmap, aimed at reducing emissions to the lowest possible levels and, as a minimum, to ensure we are compliant with legislated limits. SO₂ emissions are regulated by the National Environment Management: Air Quality Act 2004, which stipulated stringent minimum emission standards (MES) by 2015, and a further reduction by 2020. In November 2019, postponement of timeframes for complying with 2020 emission limits was granted for all three smelters to allow for the necessary abatement equipment to be installed to enable compliance. The requested postponement for Waterval is to enable us to evaluate the impact of future high-sulfur concentrate. An SO₂ postponement was granted to 31 December 2022 for Polokwane smelter, 31 March 2025 for Mortimer smelter, 31 December 2023 for Waterval smelter. In addition, Waterval has a postponement to 31 March 2025 for NOx.

Air quality continued

To date, we have invested R1.6 billion on developing an SO₂ abatement project at Polokwane smelter in support of the air-quality postponement conditions (refer to case study below). Drawing on lessons learnt through the Polokwane smelter abatement project, Mortimer smelter will begin a similar SO₂ abatement project, with a capital investment of R2.2 billion. Taking a phased approach is essential, owing to the breakthrough nature of the technology. The feasibility study at this smelter was completed in September 2021 and the execution phase will begin in 2022, with full mobilisation planned from 2025.

Waterval smelter complex met the required standards in its current AEL and we plan to further reduce both SO₂ and NOx emissions to achieve 2020 minimum emission standards (MES) by installing tail-gas scrubbing technology as well as optimising operations and redesigning startup and shutdown procedures.

At our Unki smelter, additional abatement needs will be determined through further monitoring and impact studies.

Case study

Fully mobilised SO₂ abatement plant dramatically reduces emissions

Anglo American Platinum completed construction of an SO₂ abatement plant at Polokwane smelter in December 2020. Post commissioning, the plant has been operational since April 2021. It uses innovative technology to capture SO₂ gas from the furnace and convert it to sulphuric acid. This has enabled significant reductions of both SO₂ and PM emissions from the main stack. Levels of SO₂ emissions are well below the postponement limit of 60,000mg/Nm³ granted until 31 December 2022.

The performance test was completed in September 2021 and monitoring results at year end concluded that the new plant can reduce SO₂ emissions down to the target of 1,200mg/Nm³. Cognisance must be taken that the SO₂ abatement plant is now in ramp-up phase and operations are currently being optimised to steady state.



The remaining commissioning optimisation issues are being actioned, planned for completion by May 2022.

We keep local and national authorities informed on progress through quarterly compliance roadmap reports.



SO₂ abatement plant, Polokwane smelter.

Air-quality performance

The 2021 internal AEL reviews indicated overall compliance above 95%. Plans are in place to address findings, some of which have already been closed-out after the audits.

Our GHG reporting aligns with annual national atmospheric emission inventory system (NAEIS) regulations. All our South African operations submitted their 2021 NAIES process and mining emissions data, including GHGs, using 2020 data, before the 31 March 2021 deadline. In addition, the operations submitted their GHG data through the new South African greenhouse gas emissions reporting system (SAGERS) online portal in April 2021. The 2021 data is due to be reported in 2022.

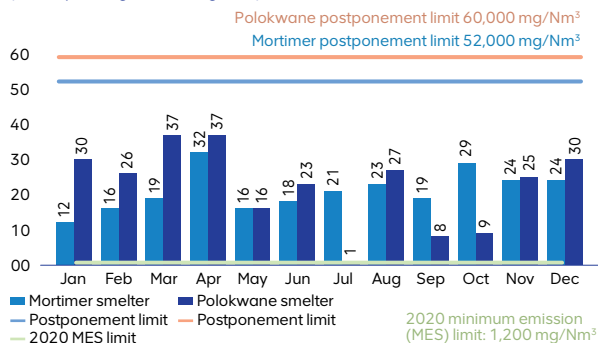
The 2020 annual calculated tonnage of direct emissions of SO₂ from Anglo American Platinum, as reported in March 2021, was 20.42 kilotonnes.

Direct SO₂ emissions in 2021 will be significantly lower, owing to the abatement equipment mobilised at Polokwane smelter from April 2021.

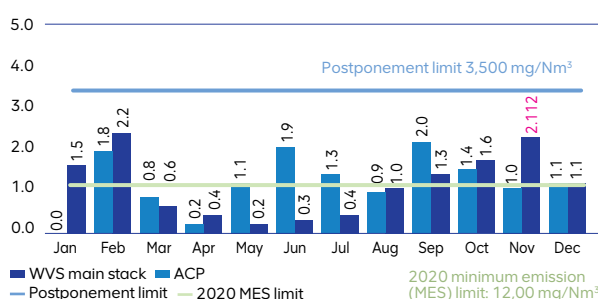
In 2021, ground-level SO₂ concentrations and exceedances remained within legal requirements. Compliance by the three smelters with postponement limits (expressed as a monthly average) is as follows:

SO₂ stack emissions

(Monthly average x 1,000 mg/Nm³)

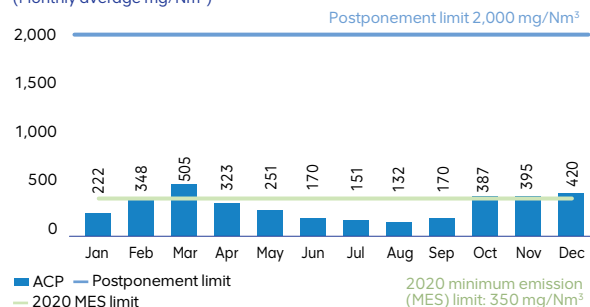


(Monthly average x 1,000 mg/Nm³)



NO_x stack emissions – ACP

(Monthly average mg/Nm³)



SO₂ stack emissions for Mortimer smelter remained below the AEL limit of 52,000mg/Nm³ based on the monthly average.

SO₂ stack emissions for all 12 months for Polokwane smelter remained well below the AEL limit of 60,000mg/Nm³ based on the monthly average (maximum of 37,000mg/Nm³ in 2021 against a maximum of 69,000mg/Nm³ in 2020).

SO₂ stack emissions for both ACP and Waterval stacks remained below the AEL limit of 3,500mg/Nm³ based on the monthly average. Some daily exceedances at the acid plant stack occurred due to the extended Towerplant shutdown in 2021.

No daily exceedances of the NO_x limit of 2,000mg/Nm³ occurred and the monthly average remains below the limit. At present, 350g/Nm³ is the minimum emission limit prescribed by law. This needs to be achieved once the postponement deadline of March 2025 has been reached. During this period, the postponement limit (added to the AEL) is 2,000mg/Nm³.

In 2021, we recorded seven air quality-related complaints (2020: five) associated with activities related to gas emissions at our smelters (two), dust from tailings (one) and fumes/dust from opencast mining activities (four).

Mine closure and rehabilitation

A mine has social and environmental impacts long after its operational life. Through effective closure planning and rehabilitation, we strive for our mines to leave a positive, healthy and sustainable legacy.



Highlights

- Amandelbult and Mogalakwena achieved their 2021 rehabilitation targets of 40ha and 5ha, respectively
- Mine-closure plans for Amandelbult and Mototolo updated. Stand-alone closure plans for all process operations drafted
- Rehabilitation management plans developed for Amandelbult
- Improved the maturity of closure planning at all operations.



Learnings/challenges

- Our operations did not achieve the targeted mine closure toolbox version 3 (MCTv3) competence-level maturity by end-2021
- At Mogalakwena, concurrent rehabilitation of waste-rock dumps has been challenging due to space constraints
- Draft regulations on financial provision for prospecting, exploration, mining or production operations in South Africa still not finalised.



Focus for 2022 and beyond

- At Mogalakwena, the five-year rehabilitation plan will be updated to include a skills development and resourcing programme to further involve local communities in concurrent rehabilitation activities
- Updates to post-closure groundwater models and water balances at Amandelbult and Mogalakwena to be completed in 2022
- All operations to achieve MCTv3 competence-level maturity by end-2022.

Our management approach

Our 'cradle-to-cradle' approach to mine closure and rehabilitation focuses rigorously on a sustainable post-mining legacy from the project phase onwards, working with stakeholders to address social impacts. We manage our financial liabilities and begin land rehabilitation around our operations while they are still active.

Our cradle-to-cradle approach begins with closure planning in the exploration phase and continues until a sustainable post-mining legacy has been achieved. All new mining projects at our operations are required to have conceptual-level closure plans at prefeasibility and feasibility stages. The project options' trade-off study at prefeasibility stage involves considering all available closure options and their sustainability for the successful operation and closure of that project.

Mine closure and rehabilitation at Anglo American Platinum is governed by key workstreams: the mine-closure toolbox (MCT) and mine-closure standard compliance (MCS), the rehabilitation strategy, and closure liabilities and closure execution.

Performance developments

Closure plans and actions

All our operations have stand-alone (outside the closure-liability assessment reports) preliminary or draft mine-closure plans. Stand-alone mine-closure plans for process operations (Rustenburg process, Mortimer smelter and Polokwane smelter) were finalised in early-2021. Detailed closure plans are developed within five to ten years of operational closure. As per the mineral rights tenure awarded to them, the current life-of-mine for our mines is until end-2040.

As required by the MCS, all mine closure plans are updated every three years. The closure plans are also updated to reflect any material changes at the operations such as permit changes, mine expansions, or EIA reviews etc.

Closure plans are part of the public participation process in any environmental authorisation. All mine-closure plans contains a set of measurable and time-bound performance targets in the form of a master action plan that is tracked regularly on the SHE management system (IsoMetrix). These targets span all mine-closure planning aspects such as physical (rehabilitating mining infrastructure post closure), biophysical (rehabilitating environmental impacts such as landform rehabilitation, post-mining land use, biodiversity, remediating impacts on soils, water and air due to mining) and social (employee relations, socio-economic development post closure) aspects.

Closure liabilities


The latest draft of National Environmental Management Act 1998 (NEMA) financial provision regulations was published for public comment in October 2021. The final version is yet to be published by the Department of Forestry, Fisheries and the Environment (DFFE). The latest draft states that mining companies will have until end of 2023 to comply. Therefore, as stipulated in the transitional arrangement of the regulations, the 2021 closure liability submission for Anglo American Platinum managed mining operations to the Department of Mineral Resources and Energy (DMRE) is done in terms of the Mineral and Petroleum Resources Development Act 2002 (MPRDA), given uncertainty on NEMA financial provision regulations compliance.

Closure liabilities of all managed operations are rigorously assessed each year to ensure that the scope of work on which closure and post-closure cost estimates are based is comprehensive and up-to-date. External specialists assess operations annually for their impacts on physical and biophysical environment and associated long and short-term risks. The estimate of the closure liability is always based on the first-principle calculation models and third-party contractor rates. Liability estimates include the post-closure remediation liability for any groundwater impacts and are updated annually as per the annual closure liability assessment.


Financial provisions are determined annually, reviewed and audited in line with internal and external requirements. We engage extensively with the DMRE through the process of submitting and seeking approval of annual closure liabilities for our mining operations. In addition, closure liabilities of all new or planned projects are reported to the authorities. Financial provisions are provided once DMRE approves liability estimates.

Anglo American Platinum has some R5 billion in financial guarantees and rehabilitation trust funds with the DMRE to cover the premature closure liability of all its South African mining operations.

The overall liability for all our operations is R4.2 billion. In case of divestments, a formal agreement exists between the company and the purchaser, ensuring that the purchaser agrees to fulfill a minimum set of closure requirements. In case of divestments, financial provisions are in place to ensure that both the closure requirements can be met and the divesting company is protected from future liability.

 See page 35 in the annual financial statements for the provision of environmental liabilities.

The financial provision to address premature liability has two components: funds in the environmental rehabilitation trust and financial guarantees. The Platinum Producers' Environmental Trust is the main rehabilitation facility for Amandelbult and Mogalakwena complexes as well as Twickenham project. Mototolo Mine and concentrator are provided for under the Mototolo

 Environmental Rehabilitation Trust (page 190).

Trust funds are invested over the life of these operations to ensure there will be sufficient funds at the end of life to sustainably rehabilitate and close them. The annual financial statements for these trusts are available from the company secretary office.

Integrated closure planning and concurrent rehabilitation

As part of integrated closure planning, detailed design closure criteria inputs have informed life-of-asset plans for Mogalakwena

and Amandelbult. The objective of the integration is twofold. One is to enable efficient rehabilitation by establishing and working towards short and long-term rehabilitation targets and assigning annual budgets. In addition, we aim to optimise our mining processes to reduce the environmental impacts and ultimately reduce liability where possible.

Disturbed land is rehabilitated concurrently, where possible, which involves the staged rehabilitation of disturbed areas over mining project phases instead of large-scale work when the mine closes. This demonstrates social responsibility, results in significant financial and environmental benefits, and aids in reducing closure liabilities. Our two key operations, Amandelbult and Mogalakwena, have integrated closure and rehabilitation actions into life-of-asset operational planning. The group rehabilitation strategy requires these complexes to establish and annually update detailed rolling five-year rehabilitation plans, to ensure a focus on reducing land available for rehabilitation and to test rehabilitation prescriptions.

In 2021, our rehabilitation target was 45ha, split between Amandelbult (40ha) and Mogalakwena (5ha). At year end, we had met this target. At Amandelbult, historical rehabilitation work until end-2020 totalled 193ha of rehabilitated opencast areas (Merensky and UG2 outcrop). The new opencast (UG2) rehabilitation began in 2018 and will continue to the end of 2024. In 2021, we exceeded the targeted rehabilitation of 40ha by completing 53ha of opencast area. This involved backfilling, reshaping and top-soiling the area. Due to a rich natural seedbank, the rehabilitated area is monitored for natural vegetation growth.

At Mogalakwena, historical rehabilitation work until end-2020 totalled 95ha of waste-rock dump side slopes. In 2020, 3ha of rehabilitation of an impacted river crossing affected by erosion was completed. In 2021, Mogalakwena began reshaping and rehabilitating 5ha of a waste-rock dump (W07) slope.

We developed rehabilitation success criteria by documenting the success and failures of rehabilitation trials. Monitoring and maintenance plans were developed for both operations in 2021 and will be implemented in 2022.



Waste dump rehabilitation at Mogalakwena Mine.

A full-page background image showing a construction site under a clear blue sky. In the foreground, several workers wearing blue uniforms and orange safety vests are visible. One worker is standing near a large stack of red bricks on a wooden pallet. In the background, there's a concrete foundation for a building, with more workers and construction equipment visible. The overall scene depicts active construction work.

Thriving communities

We aim to build thriving communities with better health, education and levels of employment. To support our initiatives to create value for our stakeholders, we will:

- Improve health outcomes, facilitating the supply of drinkable water to all our communities. Through the Mapela water project, we have supplied 70,000 people to date in the area
- Support schools in our host communities, ensuring all are in the top 20% of state schools in their province over time
- Support the creation of employment opportunities, for example through our Zimele enterprise development project, which aims to create 2,000 jobs by the end of 2022.

Material matters discussed in this section

- Community development
- Socio-economic development
- Sharing economic benefits
- Building local capacity.



House construction, extension 14 for resettled community.

Thriving communities



We shape and share the future with our community stakeholders. Investing in the future of our business requires investing in the future of mine and other communities impacted by our activities.

Our business relies on a social licence to operate. We are under increasing pressure to ensure that the positive contribution of mining far outweighs the negative impacts, and is sustainable over the long term. Preventing and managing the negative impacts of mining, while achieving a positive societal and community impact, necessarily requires engagement and partnership with our interested and affected stakeholders. Stakeholder engagement and inclusivity have become increasingly important in driving the initiatives that secure our social licence to operate.

Our operations are bound to local communities. Our activities change the natural environment, shape the urban environment and its populations, and impact the local communities that host our workforce. We shape, rely on, and affect our mine communities in a relationship that has mutual benefits and trade-offs. In the wider historical context of South Africa's social inequities and

development challenges, the risks and challenges faced by local communities become the risks and challenges of our business. To build thriving communities, we are resetting our relationships with community stakeholders, collaborating in regional development, ensuring land access through resettlement, sharing the economic benefits of mining, building local capacity in health and education, and expanding economic opportunity through inclusive procurement, as well as enterprise and supplier development.

Our 2021 priorities:

- Build understanding of what a 'meaningful existence' means to each of our community stakeholder groups
- Make progress in enabling self-organising communities
- Adopt an integrated approach to socio-economic development.

Sustainable mining plan stretch goals and visions	Milestones and targets
Health wellbeing For the relevant SDG targets for health to be achieved in our host communities	2020: Extended into 2021 Baseline established and strategies in place at every site to achieve SDG3 health targets. 2025: Operations to be halfway to closing the gap between baselines and 2030 targets. 2030: SDG3 targets for health to be achieved in our host communities.
Education For all children in host communities to have access to excellent education and training	2020: Extended into 2021 Baseline and strategies in place at every site to achieve targets. 2025: Schools in host communities to perform in the top 30% of state schools nationally. 2030: Schools in host communities to perform in the top 20% of state schools nationally.
Livelihoods Shared, sustainable prosperity in our host communities	2020: Extended into 2021 Baseline and strategies to achieve targets in place at every site. 2025: Three jobs created/supported off-site for every job on-site. 2030: Five jobs created/supported off-site for every job on-site.

Approaching community development

We collaborate with our stakeholders in driving sustainable development objectives and building thriving communities that will flourish beyond the life of our mines.



Highlights

- New stakeholder and NGO engagement strategies
- Conducted training on new NGO engagement strategy
- Community engagement forums are being reviewed to align with the requirements of the Anglo American social way 3.0
- Improved community participation in SLP3 projects
- Continued success of interfaith programme
- Effective Covid-19 response through WeCare programme.



Learnings/challenges

- Poverty and inequality in South Africa, exacerbated by Covid-19
- Resetting difficult relationships remains work in progress
- Developing appropriate rules for NGO engagement
- Protecting sensitive company information on projects, while pursuing transparency and accountability
- Engaging with communities on future mine plans that are not yet certain (eg capital projects).



Focus for 2022 and beyond

- Continue to embed and integrate new strategies
- Increased NGO engagement
- Appoint NGO as monitoring agent for the future of Mogalakwena project
- Develop monitoring and evaluation system for NGO engagement
- Continue training on NGO engagement strategy
- Close out of delayed SLP2 projects and fast-track implementation of SLP3
- Finalisation of community consultation process for Twickenham SLP3
- All sites to comply with Anglo American social way 3.0.

Our approach to building thriving communities is informed by regulatory requirements such as the Section 28(2)c of the MPRDA and our SLPs, and we align our development projects with municipal, provincial and national development plans. The Anglo American social way 3.0 provides a comprehensive set of social performance requirements.

Many of our community development programmes run in partnership with NGOs, communities and local governments. Our social performance department works closely with our sustainability, supply chain and local procurement departments. All departments are aligned on our cross-functional commitment to uphold human rights, protect cultural heritage, build ethical value chains, and transform our culture.

Despite our increasing efforts, our communities remain among the most disadvantaged in South Africa. Over the years, we have gained valuable insight on our strengths and weaknesses as a company, and as a development partner. These insights have informed and inspired progress in our strategic approach to driving community development in our local operating areas.

Resetting our relationships

In recent years, we have acknowledged that to effectively drive long-term development in our mine communities, we need to reassess our engagement model with these stakeholders.

To create thriving communities, we need to address the legacy of our past engagements, and build an approach that is fit for the future. This is the premise of our new stakeholder engagement strategy, developed in 2021. Through this strategy, we are transforming our historically defensive positioning to a

more open and proactive approach that emphasises inclusive, participatory processes. We are embedding this strategy across the organisation.

A key aspect of the new strategy is the focus on resetting our community relationships, to rebuild trust and foster collaboration and strategic partnerships with key stakeholder groups. Our aim is to drive transparency and accountability, and build the trust necessary for a shared vision and collaboration in resolving grievances and the innovation of mutually-beneficial community development solutions.

Realising this aim in practice means actively listening to what communities want, building a deep understanding of each stakeholder group and their perspective on value, effectively addressing the issues and concerns flagged as most important, and living up to our role and commitments on delivering long-term community benefits. Importantly, these relational qualities need to work both ways, but we are committed to initiating this shift as a trusted corporate leader.

We take a principles-based approach in shaping this change to our engagement culture and practice, and are resetting our relationships through four key pathways.

Our principles for community engagement:

- Take the time to understand what 'meaningful existence' means to each community group
- Enable self-organising communities by building the capacity, and supporting the empowerment, of community leaders
- Adopt an integrated approach to socio-economic development
- Partner with NGOs and like-minded organisations to create alternative livelihoods outside the mining value chain.

We are resetting our relationships through four key pathways

	Stakeholder engagement	<i>We are establishing participatory engagement forums that facilitate reconciliation, and establish a platform for collaboration. Through these forums, we will learn to understand what different stakeholder groups value, and address notions of fairness, impact and benefit.</i>
	Value protection	<i>We are effectively mitigating social, health, human rights, cultural heritage, and environmental risks and impacts, as seen through the eyes of our stakeholders.</i>
	Value creation	<i>We are delivering benefits that improve the lives of local people through socio-economic development, education and health, local employment and procurement, enterprise and supplier development, and collaborative regional development.</i>
	Land access and resettlement	<i>We are addressing legacy resettlement issues and negotiating involuntary resettlement to secure future land access for stakeholders.</i>

Engaging NGOs

We are building strategic partnerships with NGOs to enhance our accountability, drive collaboration, and amplify our community development impact.

In recent years, NGOs have become a key influential stakeholder group in our mine communities. They represent a civil-society voice that is critically important in community settings, they hold us independently accountable on our commitments, and they provide valued expertise and partnership in social and environmental endeavours.

Historically, some of our NGO relationships have been challenged by tense interactions and a general lack of trust. Increasingly, these difficult relationships can translate into unnecessary reputational, regulatory and financial risks to our operations. More importantly, poor NGO relationships carry an opportunity-cost in the lost




potential to work together and amplify impact for mutual benefit. As part of our initiative to reset our relationships with community stakeholders, we are making a concerted effort to reset our relationships with NGOs.

In 2021, we developed a new NGO engagement strategy, aligned with our new stakeholder engagement strategy (page 108). This strategy centralises our approach to engaging NGOs, bringing coherence and consistency to our engagement activities and responses.



We have complemented the strategy with an NGO engagement toolkit, and are conducting training on this toolkit across all sites. In 2021, we trained about 50 personnel on the new strategy, and completed training at six operations, including Mogalakwena, Twickenham, Der Brochen, Mototolo, Amandelbult and the processing sites.

We seek to deliver on three key opportunities in partnership with NGOs

	Verification, monitoring and evaluation	<i>Collaborate to develop, measure and monitor some of our key performance indicators.</i>
	Relationship building	<i>Partner in building stronger relationships with communities, in empowering communities to participate more effectively in the engagement forums of the company and government, and to contribute to socio-economic development.</i>
	Collaborative action	<i>Partner in collaboration with wider stakeholders to deliver on mutual ambitions for regional development.</i>

Participatory engagement forums

We establish, maintain and participate in various engagement forums and initiatives at each operation. Through these forums, we facilitate dialogue, drive transparency and accountability, and establish platforms for collaboration with community stakeholders. We are leveraging these forums to reset our relationships with community stakeholders, to unlock the potential that collaboration holds for driving enhanced socio-economic development impact.

Community engagement forums

We are in the process of reviewing the composition of community engagement forums (CEFs) to include vulnerable groups that have been previously excluded. Therefore, existing CEFs at our sites are being reconstituted to align with Anglo American social way 3.0 principles.

Community business forums

We have established additional community business forums in each mine community. These forums provide a dedicated engagement structure for community groups to engage our operations specifically on business-related issues and opportunities, including job opportunities, inclusive procurement, and enterprise and supplier development.

Interfaith programme

Our experience in community engagement has highlighted the critical role played by faith leaders and traditional healers in our mine communities. Our interfaith programme is a key structure through which we are working to reset relationships, build trust, and drive new solutions with mine communities.

We have rolled out the interfaith programme in mine communities at all our sites. Some 1,300 interfaith leaders (61% traditional healers and 39% church leaders) participate in the programme, including a staff complement of 30 social workers and psychology graduates.

The participation of faith leaders has improved community engagement in developing and monitoring our SLP3 projects. Various community initiatives are implemented through this programme, including interfaith responses to gender-based violence, Covid-19, and the resolution of community conflicts.

Community newspapers

Our community newspapers have a wide reach and provide consistent news and feedback to mine communities.

Socio-economic development

Our community development approach is focused on driving a positive, long-term, socio-economic development impact at local level in our mine communities.

Local development requires regional support. As such, we drive, invest and participate in socio-economic development initiatives at both local and regional scales, through convening multiple stakeholders, collaborating with strategic partners, and driving innovative solutions.

Our socio-economic development contribution includes sharing the economic benefits of mining, growing economic opportunity, building local capacity, collaborating in regional development, and negotiating land access and resettlement.

We make this contribution through various avenues:

- **Sharing economic benefits:** We pay competitive salaries and wages, and invest in the training and development of local people; pay dividends to shareholders, empowerment partners and community-owned development trusts; invest at least 1% of profit after tax in corporate social investment projects; and contribute to the national fiscus by paying royalties and taxes
- **Growing economic opportunity:** We drive inclusive local procurement, as well as enterprise and supplier development initiatives, that promote and support local skills development and local economic participation in the mining value chain
- **Building local capacity:** We invest in socio-economic development projects and partner with local institutions to meet key local needs for infrastructure, services, skills and local economic development beyond the mining value chain
- **Collaborating in regional development:** We convene collaborative development initiatives, involving government, industry-partners, communities and NGOs to help diversify and strengthen the regional economy
- **Negotiating land access and resettlement:** We negotiate involuntary resettlement, and invest in improving the quality of life and livelihoods of resettled communities that unavoidably need to be resettled from land reserved for mining.

We take an integrated approach to socio-economic development. Collaboration lies at the heart of this approach, underpinned by our stakeholder engagement capability. Our integrated approach to socio-economic development, encompasses collaborative regional development (CRD) and the negotiation of community resettlement, and has four strategic pillars as indicated overleaf.

Our integrated approach to socio-economic development

	Integrated approach	<i>Identify all opportunities where socio-economic development can be enabled by core business functions, and build these development objectives into the performance measures of these functions.</i>
	Local endowment and competitive advantage	<i>Leverage existing assets of host regions and our mines to create new opportunities, including our supply chain and land holdings.</i>
	Scale and sustainability	<i>Identify partnerships that can unlock scale, expertise and funding, and prioritise opportunities that can be replicated and scaled across all host communities.</i>
	Future proof	<i>Ensure long-term competitiveness of development approaches and interventions by leveraging technology, focusing on future-proof skills development, and development of youth.</i>

Collaborating in regional development

We recognise that successful local economic development requires a large-scale conducive environment. To facilitate the creation of this conducive environment for our mine communities, we are committed to convening multistakeholder partnerships at regional level. The objective of these regional collaborations is to strengthen regional institutions, while building and diversifying the regional economy beyond a sole reliance on the mining value chain. We call this approach collaborative regional development (CRD).

CRD sits at the heart of our approach to socio-economic development, it is integral to our sustainable mining plan, and is designed to complement our local-level socio-economic development activities. Through CRD, we work with industry partners, government, communities, entrepreneurs, academics, NGOs and faith-based groups. We adopt a systemic lens in our engagements, and use spatial planning and analysis to identify the relationships, industries and sectors with the greatest potential for resolving a region's priority socio-economic issues. We then convene multistakeholder forums, build strategic partnerships, and collaborate to build institutional capacity, develop plans, secure funding and implement sustainable development models that can realise the opportunities.

Our flagship CRD initiative is the Impact Catalyst.

Negotiating resettlement

We negotiate resettlement with communities that unavoidably need to be resettled from land reserved for mining, and invest in improving their quality of life and livelihoods.

We initiate resettlement as a last resort, and actively plan projects to avoid or minimise it. Where it cannot be avoided, we uphold the highest standards for responsible resettlement (page 119) and use the challenge of resettlement as an opportunity to further drive socio-economic development.

In line with International Finance Corporation (IFC) performance standards, we negotiate voluntary resettlement, plan each resettlement in a participatory manner, protect human rights and cultural heritage, and demonstrably improve the quality of life and livelihoods of resettled people.

An update on our current resettlement activities at Mogalakwena (Motlhotlo), Twickenham, Skimming and Leruleng is provided on page 97.

Responding to Covid-19

Responding specifically to Covid-19-related impacts has been a key aspect of the approach to socio-economic development since 2020.

We have adapted our approach and focus to respond to the most immediate concerns amid the pandemic. This has delayed some planned projects, while expanding and accelerating others.

In 2020, under the guidance of the group and in collaboration with other group businesses, we identified key community needs and developed a group-wide Covid-19 response programme called WeCare. The WeCare programme allocated additional social funds to expand on our existing socio-economic projects that worked to enhance community resilience in the face of the crisis. These initiatives have continued in 2021, with updates disclosed on page 91.

Key community needs identified

- Food insecurity
- Lack of water supply
- Unprepared and ill-equipped clinics and hospitals
- Unprepared and ill-equipped schools and crèches
- Lack of community awareness and education.

WeCare

- Our WeCare initiatives focused on:
- Safeguarding lives and livelihoods
 - Creating awareness
 - Equipping healthcare
 - Alleviating food insecurity
 - Providing potable water
 - Protecting women
 - Assisting the education sector.

In 2021, we drafted a R400 million proposal for a post-pandemic and post-unrest rebuild programme. This includes specific recovery-related allocations for student bursaries, water and sanitation in schools, job creation, and gender-based violence prevention and support.



Community hall construction, Mokopane.

Sharing the economic benefits

We share the economic value we create, and invest in socio-economic development in our mine communities.

Distributing economic value

As a major company with rights to mine part of the mineral wealth of South Africa and Zimbabwe for profit, we are required and expected to make a sufficient contribution to the economies of these nations. Our licence to operate depends on our ability to ensure our stakeholders participate in the economic benefits we generate, and that our activities leave our host governments and communities with a firm foundation for a sustainable future.

Meeting this obligation, we pay competitive salaries and wages, and invest in the training and development of local people. We prioritise the employment of historically-disadvantaged persons, and advance the employment of women, particularly in management positions. We pay dividends to shareholders, empowerment partners and community-owned development trusts. We invest at least 1% of profit after tax in corporate social investment projects, and contribute to the national fiscus by paying royalties and taxes.

Communities

- Total spend of R1,286 million on direct corporate social investment (2020: R803 million).

Employees

- Total workforce of 25,538 (2020: 25,634)
- HDSA and women in management:
 - 89% HDSA in management (2020: 89%)
 - 28% women in management (2020: 25%)
 - 19% women in core mining (2020: 18.5%)
- Training and development
 - Spend of R831 million on training (2020: R671 million)
 - 17,787 participants (76% of workforce)
 - 89% HDP (2020: 80%)
 - 22% women (2020: 20%).

Suppliers

- Total spend of R21.6 billion on procurement from BEE-compliant businesses (2020: R13.8 billion)
- Spend of R5.3 billion with host community suppliers (2020: R3.8 billion) including second-tier spend.

Government

	2021 Rm	2020 Rm	2019 Rm
Corporate income tax	27,902	7,941	3,349
Mineral royalties	6,658	2,710	1,875
Payroll tax	3,056	2,614	2,066
Skills levy	115	83	107
UIF	192	119	188
Total	37,923	13,467	7,585

Social investment

Corporate social investment (CSI) is a legal requirement under the Broad-Based Black Economic Empowerment (BBBEE) Act 2003 in South Africa. In accordance, we invest at least 1% of net profit after tax on socio-economic development in our host regions and communities.

In addition, we invest through our social and labour plan (SLP) projects (see below), and through Alchemy, our community equity participation scheme (see below).

In 2021, our total social investment spend was R1,286 million across CSI, SLP and Alchemy initiatives (2020: R803 million). Our CSI spend was R699 million (2020: R315 million) and SLP spend was R206 million (2020: R88 million). SLP and CSI spend in South Africa was R894 million (2020: R397 million) and in Zimbabwe of R11 million (2020: R6 million). Dividends paid out for community shareholdings in Atomatic and Alchemy were R381 million (2020: R400 million). We revised our CSI expenditure and initiatives in 2020 to provide for our WeCare Covid-19 response and these changes have remained throughout 2021. Included in the CSI spend for 2020 is R81 million spend on Covid-19 response. A provision for and additional R400 million is included in our 2021 CSI spend for the WeCare programme that will be executed from Q1 2022. Elements of CSI spend that are aligned with Anglo American's template 14 reporting requirements amounted to R289 million.

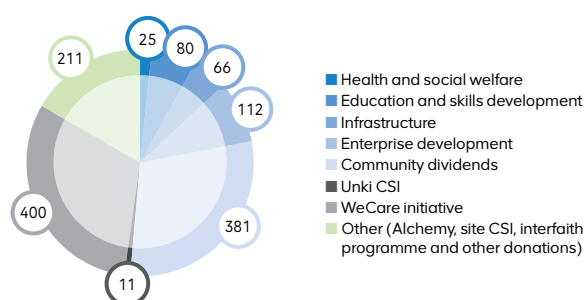


The 2021 SLP and CSI expenditure at our operations:

- Mogalakwena: R81 million (2020: R93 million)
- Amandelbult: R27 million (2020: R45 million)
- Unki: R11 million (2020: R6 million)
- Mototolo/Der Brochen: R13 million (2020: R6 million)
- Twickenham: R21 million (2020: R24 million)
- Process operation: R18 million (2020: R6 million).

Total social investment spend in 2021

(Rm)



Alchemy

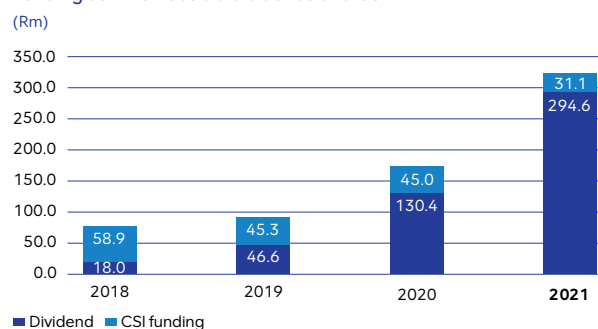
Alchemy is our community equity participation scheme. It is an ownership vehicle that establishes community shareholding in the company, and facilitates the use of the dividends from these shares for social investment in local community development projects. It is designed to promote long-term sustainable development in host communities and key labour-sending areas.

2021 performance

On 15 December 2021, the Alchemy scheme marked its 10th anniversary and conclusion of the notional vendor financing period. As detailed in our last report, this financing was settled early (July 2020) when we repurchased 4,889,680 shares at par value, leaving the balance of 1,400,685 shares as unencumbered. These shares are held by the umbrella trust, Lefa La Rona, and subject to certain restrictions. From 15 December 2021, 40% can be distributed to the community beneficiary trusts and non-profit company based on their participation interest, while the balance (60%) will be held by Lefa La Rona until 2041. Dividends accruing from this 60% will continue to flow to the community beneficiary trusts and non-profit company, propelling them to fulfil their mandate of promoting a sustainable future, beyond mining, through mining.

In 2021, our total community development spend through Alchemy was R325.8 million compared to R175.4 million in 2020, a sum of dividend and CSI. These funds were invested in socio-economic development initiatives focused on education, health, digitisation and agriculture to meaningfully empower beneficiaries in the designated communities and labour-sending areas.

Funding communities via dividends and CSI



Note: Dividend between 2018 and 2020 reflects 40% of the total dividend, 60% of dividend was used to service the vendor financing. The 2018 CSI value includes a safety net funding of R11 million, paid if the aggregate dividend income received by the trust (net of the waived dividend) is less than R20 million.



Mogalakwena Mine, bulk ore sorter.

Growing economic opportunity

We shape economic opportunities through inclusive procurement, and enterprise and supplier development, to build shared and sustainable prosperity in our mine communities.

Inclusive procurement



Highlights

- Developed new inclusive procurement strategy
- Introduced technical enablement solution
- Introduced longer-term demand planning
- Implemented Ariba Discovery at Mogalakwena
- 696% increase in doorstep community spend since 2016.



Lowlights (challenges)

- Protecting the privacy and security of local suppliers under POPIA, while driving transparency on local procurement.



Focus on 2022 and beyond

- Implement inclusive procurement strategy
- Improve demand planning for medium-term opportunities
- Advance digitalisation and roll-out Ariba Discovery
- Extend supplier development programme to Modikwa and Mototolo
- Grow technical enablement support
- Build manufacturing beneficiation.

We always consider the impact of our operations on immediate communities. We are therefore committed to inclusive procurement and building local supply chains in line with the transformation objectives of the Section 28(2)c of the MPRDA. Inclusive procurement is a key enabler of our strategic objectives, as well as targets under the thriving communities pillar of our sustainable mining plan. In recent years, we have made a significant contribution to South Africa's transformation and economic objectives.

Through inclusive procurement, we address social and economic transformation, and support socio-economic development, by growing economic opportunity, developing skills and creating jobs in our mine regions and communities. Our key aims are to increase our spend with mine community suppliers year on year, build the capacity of local suppliers to participate effectively in our supply chain, and create jobs in building thriving communities.

Our approach and progress

In 2021, we enhanced our inclusive procurement strategy, which aligns with the social transition unfolding across the business, facilitated by the Anglo American social way 3.0.

Key initiatives

In 2021, our focus was on developing the inclusive procurement strategy, digitising related processes and enhancing supplier-development impact through technical enablement and manufacturing beneficiation.

To enhance our supplier development impact, we are strengthening our focus on technical enablement. This complements Zimele's predominant focus on business skills

training (page 96). We identify suppliers facing technical challenges and skills deficits in technical and safety arenas, and partner with Zimele to build their capacity.

By improving our visibility on medium-term local procurement opportunities, we have identified manufacturing beneficiation as an area where we can contribute most strongly to job creation. We are now targeting beneficiation opportunities in local manufacturing and have appointed a project manager to run this initiative.

We successfully implemented a digital procurement platform in Mogalakwena, as part of our digitisation drive. This platform, which we call Ariba Discovery, enhances accessibility and transparency in communicating business opportunities to community stakeholders, and improves engagement with potential applicants. We aim to roll-out the platform across our operations from 2022.

2021 performance

We increased our spend with mine community and doorstep-community suppliers, and exceeding Section 28(2)c of the MPRDA targets. Host community refers to a combination of communities in our zone of influence and based on our doorstep. We are pleased to report total procurement of R5.3 billion with our mine-community suppliers, which includes R2.9 billion spent with doorstep community suppliers. Significantly, we increased our spend with mine-community suppliers by over R1.6 billion from 2020 to 2021, or 42%. We have also increased our doorstep-community spend by 589% in the last five years, from R421 million in 2016 to R2.9 billion in 2021.

2021: Total women and youth spend (goods)

R1.4 billion

14%

2020: R1.0 billion

13%



2021: Total youth spend (services)

R0.6 billion

6%

2020: R0.4 billion

5%



2021: Total doorstep community spend

R2.9 billion

11%

2020: R2.3 billion

11%



	Target	2021 Performance	
Mining goods			
HDP black-owned entities	21%	49%	✓
HDP women/youth-owned entities	5%	12%	✓
BEE-compliant companies	44%	71%	✓
Mining services			
HDP black-owned entities	50%	69%	✓
HDP women-owned entities	15%	14%	✗
HDP youth-owned entities	5%	6%	✓
BEE-compliant companies	10%	99%	✓

✓ Achieved ✗ Not achieved

Case study

Driving local transport of concentrate

Increasing our spend with host-community suppliers requires innovative solutions to key challenges. In recent years, community stakeholders have expressed concern over too few opportunities for host-community suppliers in transport and logistics. In response, we investigated how we could make a key contract – transport of concentrate – more accessible to these suppliers.

We discovered that the key barrier to entry was the high capital cost of establishing a fleet of trucks large enough to handle our peak loads. We developed a solution that unbundled the contract, and enabled multiple smaller-scale transporters to work cooperatively, under the guidance of a managing agent, in fulfilling the terms of the contract.

In 2021, we awarded the full contract to transport concentrate to 10 host community suppliers, working in partnership with industry leader, Imperial Logistics, as the managing agent. The contract covers four concentrators (Mogalakwena, Mototolo, Modikwa) and three smelters (Mortimer, Waterval, Polokwane) at a total contract value of R1.2 billion over five years.

Awarding the contract to multiple local suppliers has increased the number of local jobs supported and enabled wider distribution of the economic benefits. This has improved our relationships with community stakeholders and strengthened the focus of our internal teams on collaborating to develop innovative solutions for sustainability. This is just one example of the significant contribution we make to South Africa's economic transformation.



Growing economic opportunity continued

Zimele

Zimele is Anglo American's flagship enterprise and supplier development (ESD) programme. Its aim is to grow sustainable livelihoods in mining communities by creating jobs and developing small businesses, through building the required skills, networks and channels of support.

The programme provides funding and support across three key workstreams: enterprise development, supplier development and youth development. Together with external strategic partners, Zimele delivers the following key services: coaching and mentorship, enabling market access, loan funding, and community hub management. It is delivered through a network of four community hubs that serve mine communities at Rustenburg, Mogalakwena, Amandelbult and Far Eastern Limb operations. The community hubs are developed and run in partnership with TechnoServe, an international non-profit organisation. Loan funding is provided in partnership with the Absa group.

2021 progress and performance

In 2021, Zimele enrolled 530 mine-community participants, 43% of whom are women. This includes 27 participants in supplier development, 204 in enterprise development, and 299 in youth development. A new technical enablement offering was launched for the ESD programmes, in partnership with the inclusive procurement team.

Zimele supported 5,675 jobs, including 653 new jobs. Supplier-development participants grew their revenue by 21% and enterprise-development participants grew their revenue by 42%. Across enterprise and supplier development, participants secured contracts and purchase orders worth R1.2 billion, 70% with Anglo American. Highlights include a contract worth R236 million awarded to Letona Holdings for maintenance of flotation cells in Mogalakwena, and a contract worth R200 million awarded to KMC Mining in Amandelbult for plant hire. These two contracts support 123 baseline jobs.

In partnership with TechnoServe, Zimele launched a hub in Burgersfort to serve mine communities in the Far Eastern Limb operations of Mototolo complex, Twickenham and Modikwa. This followed extensive community engagement to identify the most suitable site and design an appropriate service offering that meets community needs.

In partnership with Summit, and building on from the 2020 pilot, Zimele recruited 758 learners from across our mine communities to participate in targeted youth development training for specific jobs in the hospitality and tourism sector. Over 330 learners from Rustenburg and Mogalakwena have started their training. The target is to train 1,800 learners over the next three years.

We further supported the IBM Digital-Nation Africa fourth industrial revolution courses, together with Microsoft's Virtual Academy and massive open online courses. The aim of these initiatives is to provide free access to foundational training in key digital skills required to participate in the digital economy. We are engaging with the national Youth Employment Service (YES) initiative to identify synergies with our youth programme (page 45).

In partnership with Absa, Zimele provided loan funding to 59 participants, through 85 transactions, and valued at R153 million. We concluded a major loan-funding deal of R38 million as part of the transport of concentrate contract awarded to mine-community suppliers through the inclusive procurement programme (page 94).

Zimele received the Youth Focus award and Impact award at the 4th Absa Business Day Supplier Development Awards in December 2021. The programme was also one of three finalists in the Overall Winner category.

Job creation	Market linkages	Access to finance	Training
<p>In 2021: 2,273 verified jobs supported 1,089 existing jobs supported 464 new jobs created</p> <p>Since inception: 5,675 verified jobs supported 5,022 existing jobs supported 653 new jobs created</p>	<p>In 2021: 490 new contracts and purchase orders worth R1.2 billion, 70% with Anglo American</p> <p>Anglo American: 346 new contracts and purchase orders, worth R819 million</p> <p>Non-Anglo American: 144 new contracts and purchase orders, worth R349 million</p>	<p>In 2021: 85 loans funded, worth R153 million</p> <p>Anglo American: 27 loans for 44 participants, worth R74 million</p> <p>Non-Anglo American: 32 loans for 41 participants funded, worth R79 million</p>	<p>In 2021: 385 training sessions completed</p> <p>11,094 mentorship sessions completed</p> <p>610 youth enrolled in training</p> <p>267 youth placed in jobs</p>

Building local capacity

We build institutional capacity, deliver infrastructure and services, secure health and wellbeing, and facilitate access to quality education and training, through targeted investments and partnerships, and negotiated resettlements, in our mine communities.

Resettlement

In 2018, an independent review was conducted for our resettlement projects at Mogalakwena and Twickenham to assess alignment with the IFC resettlement performance standards, and the Anglo American social way 3.0. The review highlighted gaps, and made recommendations that were subsequently incorporated into a remediation plan developed in partnership with affected communities.

Our current resettlement projects accommodate the remediation plan, and include the ongoing resettlement of Motlhotlo village at Mogalakwena, resolving legacy issues for Magobading and Makobakobe villages at Twickenham, and planning for a potential resettlement of Skimming and Leruleng villages, also at Mogalakwena.

Current progress on resettlement projects

Project	2021 progress
 Motlhotlo village Active resettlement project (page 98).	<ul style="list-style-type: none"> – Household resettlement: Negotiations continue with remaining households. 10 households have resettled in 2021, with 28 households remaining. – Grave resettlement: Ongoing engagement and progress, but behind schedule. Of the 201 next of kin who have come forward to identify graves, 101 have signed consent forms to resettle their graves. – Housing refurbishment: Refurbishment underway on 98 of 1,012 houses affected by termite infestation in Ga-Sekhaolelo and Ga-Puka, with seven houses completed.
Magobading and Makobakobe No active resettlement, but termite infestation of houses and infrastructure, and restoration of livelihoods, remain legacy concerns that are being addressed.	<ul style="list-style-type: none"> – Housing/infrastructure refurbishment: Engagement ongoing to refurbish 97 houses affected by termites at Makobakobe: 15 houses repaired to date, with many households refusing to engage. Agreement reached with Magobading community on refurbishing infrastructure. – Livelihood restoration: Planning underway on livelihood restoration programme.
Skimming and Leruleng Mogalakwena Mine development is expected to advance west of the current pit. Planning for the potential resettlement of Skimming and Leruleng villages is underway, incorporating lessons from prior projects.	<ul style="list-style-type: none"> – Resettlement planning: External specialist appointed, all stakeholders identified and engaged, stakeholder mapping underway. First community meeting held in September 2021 to introduce the project, which is on track for December 2023 completion.

Case study

Motlhotlo resettlement

To expand Mogalakwena Mine, we need to acquire land previously occupied by the community of Motlhotlo to dump waste rock. Motlhotlo lies north-west of the mining pit. Resettling Motlhotlo is strategically important to:

- Ensure the continuity of our flagship operation
- Enable optimal use of our mining area and reduce operational costs
- Eliminate health and safety risks for households in the mining area
- Reduce reputational risks caused by unauthorised access by the public.

The Motlhotlo village resettlement was initiated in 2005, and 892 of 956 households agreed to resettle to nearby Ga-Sekhaolelo (Armoede farm) and Ga-Puka (Rooibokfontein farm) in 2008. Sixty-four households, later adjusted to 61, resisted resettlement and remained in Motlhotlo. After negotiations, a relocation agreement was signed between the company and community in June 2012. The 2012 agreement responds to the needs of the community and aligns with national legislation as well as internal standards under our responsible resettlement approach (page 119).

In summary, out of the 61 households remaining in Motlhotlo in 2019, 33 have resettled to ext 14 and 28 are remaining in Motlhotlo. The 28 remaining households are broken down as follows:

- 15 households are part of the Communal Property Association (CPA)/Richard Spoor group (direct engagements with CPA and one-on-one engagements with households that prefer resettling to Mokopane ext 14)
- 13 households are part of the breakaway group
 - Nine Phakgadi Group (facilitated engagements through group legal and Concentric Alliance with households that prefer to resettle to Ga-Sekhaolelo Village)

- Four Masubelele households (one-on-one engagements with households that prefer resettling to Mokopane ext 14/Rooibokfontein).

Legacy issues in the Motlhotlo resettlement

Legacy issues remain a concern in the Motlhotlo resettlement. The grave relocation process, which we manage in line with our approach to cultural heritage (page 118), is behind schedule, but we have made progress in 2021. Positive engagements with the community and Mapela traditional council have culminated in several next-of-kin registering their graves in the Motlhotlo area. Presently, next-of-kin of 62 of the 207 graves have provided their consent for resettlement. Engagements with next-of-kin will continue through 2022.

A number of houses in the resettled communities of Ga-Sekhaolelo and Ga-Puka have been infested by termites and need to be refurbished. Of 1,012 houses potentially affected, 98 have been assessed as critical. Refurbishment is underway, with seven completed to date. A five-year plan to refurbish the remaining houses will be tabled for approval in 2022.

Looking ahead

Beyond 2021, we will continue to advance resettlement of the remaining Motlhotlo households and graves through strategic engagements and improving incentives to resettle. We are committed to delivering on the 2012 agreement, and making good on refurbishing homes affected by termite infestation. We will continue to focus on creating businesses, jobs and training opportunities for Motlhotlo and other resettled communities to ease concerns on post-resettlement livelihoods.



Infrastructure and services

In 2021, we focused on delivering the remainder of our 2016–2020 SLPs (SLP2) that were delayed by various challenges, most notably Covid-19 pandemic and restrictions, contractor programme performance, contractor cash-flow management and community unrest.

Amandelbult SLP2 projects reached practical completion, with handover to beneficiaries scheduled for Q1 2022. The Twickenham SLP2 which carries a slightly later timeframe (2017–2021) will run until end of 2022. A key SLP2 project that will run beyond 2021 is the Mmalepetleke Sports Facility in Mogalakwena. The key issue delaying this project has now been resolved. The municipal council resolution to support the construction of the facility was secured late in 2021, meaning permitting licences for land rezoning, water use and environmental impact assessment (EIA) will begin in 2022. The updated realistic construction programme can be produced once the permitting and authorisation stages have been fulfilled.

Since 2020, we have also focused on developing our 2021–2025 SLPs (SLP3) in consultation with critical stakeholders, including trade unions, traditional authorities, communities, NGOs and the relevant local and provincial government authorities. Interfaith groups were included as a key stakeholder in this process, and have enabled constructive input. The final SLP3 project list for all Anglo American Platinum operations was submitted to DMRE (regulator) in November 2021. We have initiated early works on SLP3

infrastructure projects, including feasibility, design and procurement plans to ensure delivery of our commitments within stipulated timeframes in contributing to socio-economic development of our communities. We anticipate contractor performance and community influence to impact our project delivery and are actively evaluating risk and exploring beneficial implementation strategies.

Community health and wellbeing

In line with our sustainable mining plan and to ensure we contribute positively to building thriving communities, our SLP3 also covers critical initiatives in education, health, connectivity, enterprise development, food security and social cohesion. These non-infrastructure initiatives further enhance the sharing of socio-economic benefits and promote participation by all stakeholders.

The London School of Hygiene completed baseline studies across all Anglo American Platinum operations. The baselines identified the common health priorities of treatment and prevention of substance abuse (SDG3.5) and communicable diseases, specifically TB (SDG3.3.3) and HIV (SDG3.3.1). Differing local priorities were also included where relevant. The priorities identified for Unki Mine in Zimbabwe were ending communicable diseases (SDG3.3), reducing maternal mortality (SDG3.1), and ending preventable deaths for children under five years of age (SDG3.2). Research and Training for Health and Development (RTHD) (a consultancy firm) used the baseline data to subsequently develop and finalise site-specific strategies to deliver on these identified priorities by 2030 across each site's host communities.

Case study

Securing safe spaces for GBV survivors

We have noted an increase in domestic and gender-based violence (GBV) in our host communities during the Covid-19 pandemic. GBV is a serious societal issue of national importance in South Africa and eradicating GBV within and around our operations is a major priority, and integral to our desired organisational culture. Our living with dignity programme, established in 2019 and incorporated into our WeCare programme in 2020, is designed to combat GBV in alignment with our Culture in Action approach.



One of the key focus areas of our living with dignity programme is providing safe spaces and active support to GBV survivors. There are numerous victim empowerment centres and shelters across South Africa that form part of the South African Police Service (SAPS) and Department of Social Development's programmes to support GBV survivors. Keeping these shelters in good repair, and ensuring that they provide active support beyond just a safe space, remains a key challenge nationally. We are committed to enhancing this established network of support in our host communities.

Since 2020, and after conducting a needs assessment across the various centres and shelters around our operations, we have implemented multiple projects to renovate and refurbish key centres in need. By the end of November 2021, we had renovated and refurbished 20 victim empowerment centres and shelters in the Twickenham, Der Brochen, Polokwane, Mogalakwena, Amandelbult and Rustenburg areas. We also donated two fully furnished and equipped mine houses, and three mobile units, for use as GBV safehouses in the Rustenburg and Amandelbult area near Thabazimbi, Limpopo.

Education

Case study

Supporting schools to secure talent and support livelihoods

Since 2015, we have partnered with three technical high schools at Amandelbult, Mogalakwena, and Mototolo to improve learners' mathematics, science and technology skills. Through these school partnerships, we address both the needs and challenges of the schools and pupils, and safeguard our workforce requirements by driving skills development in key areas that help us build a local talent pipeline. Matriculants at our partner schools have faced considerable challenges due to Covid-19, yet supporting learners through these challenges has opened opportunities for building digital capabilities. We invest R3 million in each of these schools annually to ensure we enhance educator development and learner performance. We offer a finishing school to help upgrade matric results, bursaries and scholarships for further study, and we integrate matriculants from these schools into our learnerships, internships and graduate programmes to complete the cycle.



We maintained our focus on the Anglo American South Africa (AASA) education programme at Mogalakwena and Amandelbult, delivered in partnership with the Department of Basic Education (DBE). The five-year education programme (2018–2023) targets learners close to our operations, at primary and secondary schools, and early-childhood-development (ECD) sites. We provide support through practitioner development and infrastructure improvement at 36 schools and 25 ECD sites, impacting over 20,000 learners.

The programme provides direct support to governing bodies, school management teams, teachers, parents and grade 12 learners. We also upgrade infrastructure at a select number of schools to ensure a safe and conducive learning environment. We responded to the unique challenges of Covid-19 by providing remote training and enabling digital engagement platforms. The pandemic has impacted grade 12 learners particularly, with a loss of learning time. Educator and learner assessments help us design the programme, and track progress.

In addition, we participated in a pilot partnership with the group and Google to launch an ICT training sprint. The initiative involved 150 matrics across the South African business units taking online courses in ICT support and data analytics. Amazon provided discounted tablets for all participating learners, and 130 group

employees volunteered as student mentors. Building on this momentum, we will soon be launching a similar ICT programme across all schools in the education programme. This initiative will establish wi-fi connectivity as a standard across all schools, and ensure that devices and content are available and accessible to teachers and learners to build ICT capabilities. This will help develop future-fit livelihood pathways for our local youth, and support our work to build stronger local talent pipelines.

Despite some operational challenges and delays related to contractors and stakeholder alignment, the programme made good progress in 2021 and stakeholder response to initiatives remains positive. In 2021, the AASA school pass rate was 71.3%. This was slightly lower than the national pass rate of 74%, but higher than the relevant provincial pass rates, indicating positive situational progress. The programme had almost 1,000 additional matrics writing exams in 2021 versus 2020 and recorded over 500 more passes. The number of students engaging in science, technology, engineering and maths (STEM) subjects, and writing maths and science exams, has also increased.



Mogalakwena community Mapela water project.



Trusted corporate leader

We are a leader in an industry critical to all our futures – our products are changing the world. We foster a culture combining technological innovation with utmost consideration for our employees and everyone we interact with. Our company standards and processes include our code of conduct, human rights policy and underlying standards, and the responsible sourcing standard for suppliers, which are aligned with global initiatives such as the UN's Sustainable Development Goals.

Material matters discussed in this section

- Business integrity and ethics
- Stakeholder engagement
- Accountability
- Advocacy
- Human rights
- Cultural heritage
- Ethical value chains.



Magnetic concentrator plant, Rustenburg Base Metals Refinery.

Trusted corporate leader



We are part of a global business whose productivity relies heavily on natural resources, labour and technology, and whose products are needed for sustainable development. Our business has a role and responsibility to make a positive contribution to society.

We participate in society, and through this participation, aim to contribute meaningfully to the co-creation of sustainable futures and collective prosperity. This aim is core to our purpose and is reflected in the strategic priorities of our business, particularly our prioritisation of ESG leadership, and in our sustainable mining plan (page 15). This aim fuels our stakeholder engagement activities, and both are core to our culture shift.

Our business relies on a social licence to operate, which reflects societal expectations at global, national and local scales. We are committed to proactive and ethical engagement and participation in society, and our host regions and communities. In this way, we earn the trust of our stakeholders so that we may engage, operate and innovate as a respected corporate social citizen, one that is strategically attuned to societal needs and opportunities, including those of our mine communities.

To establish Anglo American Platinum as a trusted corporate leader, we drive accountability, advocacy and ethical value chains through our business practice, as evidenced in our policies, actions and assurance mechanisms. Through these mutually reinforcing key thrusts, we uphold high ethical, social and environmental standards; engage publicly on important societal issues; protect the rights, heritage and diversity of our landscapes, people and communities; and invest in building relationships of mutual understanding, shared vision and trust with our stakeholders.

We prioritise our actions under this sustainability pillar in line with the global stretch goals, milestones and targets of the group (see alongside). Our unique priorities reflect the key sustainability issues at each of our sites.

Our 2021 priorities:

- Continue to roll-out our industry-leading IRMA standard for responsible mining across our assets
- Establish accountability forums as a mechanism to engage stakeholders and build trust.



Magnetic separation, magnetic concentrator plant, Rustenburg Base Metals Refinery.

Sustainable mining plan stretch goals and visions		Milestones and targets
Local accountability To transform the relationship between mines and communities and wider society	2020: Extended into 2021 At local level, establish participatory accountability forums at every mine site. 2025: High-quality dialogue and programmes flowing from the forums. 2030: Establish multiple levels of open and accountable dialogue leading to greater mutual trust.	
National and international accountability To transform the relationship between mines and communities and wider society	2020: Extended into 2021 Buy-in from business units, governments and civil society to taking part in national and international stakeholder accountability forums. General agreement on benchmarks/indexes and responsibilities that can be monitored year on year, including the SDGs. 2025: An active and ongoing dialogue about reporting and responsibilities, with external recognition that this is a step above other such processes. 2030: Widespread recognition of the benefits that responsible mining can bring, a collaborative openness about the challenges and a more consensual working relationship between Anglo American and society.	
Policy advocacy To take a lead on issues that affect our business in a way that is collaborative and aimed at society's wider goals	2020: Extended into 2021 Finalise group and business unit/country policy advocacy plans in support of key sustainability issues. Provide scholarship and training opportunities for policy-makers in regions in which we operate. 2025: Regular group involvement in priority policy and governance debates. 2030: External recognition of our leadership on policy advocacy.	
Ethical value chains To be a part of a value chain that supports and reinforces positive human rights and sustainability outcomes	Mine certification 2020: Extended into 2021 Half of Anglo American operations to undergo third-party audits against recognised responsible mine certification systems. 2025: All operations to undergo third-party audits against recognised responsible mine certification systems. Responsible sourcing 2020: Responsible sourcing standard fully implemented. Advocate for the development of a common responsible sourcing standard for the mining industry.	

Business integrity and ethical conduct

We govern our business with integrity, hold our employees and contractors to the highest standards of ethical conduct, and keep our code of conduct and business integrity policy aligned with societal expectations.

Further disclosure on ethics and integrity in terms of corporate governance and the roles and responsibilities of the board is provided on pages 129–131.

Code of conduct

Our code of conduct sets out our ethical expectations and provides guidance on ethical behaviour. The code underpins our values and promotes compliance with applicable laws and regulations. It brings together the organisation’s material ethical

principles and policies, and determines our commitments as an organisation. It acts as a reference point for our group policies, and drives consistency and accountability in how we follow our values and enact ethical practice, within and beyond the workplace. We make sure that we meet the expectations of the code through our activities to become a trusted corporate leader (see below), build thriving communities and secure a healthy environment.

Our ethics policy framework and code of conduct focus on the following

Policy framework	Code of conduct
The following policies guide our business integrity and ethics practices: <ul style="list-style-type: none">– Code of conduct– Human rights– Bullying, harassment and victimisation– Business integrity– Responsible sourcing standard for suppliers– Anglo American social way 3.0– SHE way.	Sets out expectations for ethical behaviour and provides guidance on how to: <ul style="list-style-type: none">– Prioritise safety, health and the environment– Treat people with care and respect– Conduct business with integrity– Protect our physical assets, information and interests.

Business integrity policy

We endorse and comply with all applicable anti-corruption and anti-bribery laws and conventions. Our business integrity policy prohibits giving or accepting bribes, and permitting others to do so in our name. We prevent corruption by implementing strict protocols for conduct in areas where bribery and corruption risk may be present. Political donations are prohibited, and we do not make political donations or donations that could be perceived as such, either directly or through third parties. Our internal audit function provides assurance over the processes and controls that support this commitment.

Ethics training

We make our ethical policies and code of conduct freely available and easily accessible to all employees, contractors and stakeholders. We activate the code and our ethical policies by embedding lessons and reminders into our regular internal communications programme. We support these activations by providing clear guideline documents to help employees navigate ethical decisions and dilemmas, and regular ethics training.

Ethics training is conducted annually, including mandatory, refresher and induction training, which covers: code of conduct, human rights (page 116), business integrity and data privacy. In 2021, 952 employees received ethics training. Mandatory training on our code of conduct was provided to 1,771 employees.

Business integrity training is provided every two years to employees who work in positions where potential exposure to bribery and corruption risk is highest. These include employees who interact with public officials or community leaders, those who manage intermediaries or are involved in developing new business. In 2021, mandatory business integrity training was provided to senior employees.

Whistleblowing

We are committed to building a workplace where inclusion, diversity, respect and purpose are a deeply rooted part of the culture. This vision requires a zero-tolerance approach to any form of bullying, harassment and victimisation, and any form of discrimination or abuse of human rights, including retaliating against employees who raise or report such ethical concerns.

Our policy framework supports and protects any employee, contractor, supplier, business partner and other external stakeholder to report concerns about conduct that is contrary to our values, policies or legal requirements. Reports raised may cover a spectrum of concerns, underpinned by our code of conduct. These include ethical, legal, supplier relationship, safety and health, and human resources issues. Our independently-managed whistleblowing facility, YourVoice, provides a confidential and secure mechanism for these complaints to be anonymously reported and respectfully managed by an independent third party.

We do not tolerate any form of retaliation against individuals who raise such concerns in good faith.

We have clear protocols for managing, investigating, prosecuting, and disclosing on whistleblowing reports. All concerns are recorded and assessed for investigation, and if a contravention of our ethics policies is substantiated, disciplinary actions or sanctions will be taken. These may culminate in the termination of employment or contractual relationships, as appropriate.

In 2021, we received 153 reports through YourVoice (2020: 96). Of those, 77% (118) were closed out by 31 December, with a 20% substantiation rate. Of the 24 proven cases, 33% related to bullying, harassment and victimisation, 38% related to corruption and fraud, 21% related to employment policies, 4% related to unsafe work conditions and 4% related to other issue types. Disciplinary procedures were followed for implicated employees and contractors. All outstanding reports are currently being processed.



Dust monitoring, Mototolo Mine.

Stakeholder engagement

We build relationships that enhance risk management, secure health and safety, champion human rights, drive economic inclusion and empowerment, protect the environment, and safeguard cultural heritage for the mutual benefit of business and communities.



Highlights

- Internal willingness to evolve stakeholder engagement in line with culture transformation
- Developed stakeholder engagement strategy
- Developed NGO engagement strategy.



Learnings/challenges

- Complexity of our organisation, stakeholder relationships, and social issues
- Communicating the need for compliance with established systems and processes
- Fostering uptake of new systems and processes
- Stakeholder engagement plans not always integrated into programmes and projects at the outset.



Focus for 2022 and beyond

- Embed new strategy and implement new systems, processes and protocols
- Develop an integrated stakeholder engagement plan
- Complete full assessment of stakeholder relationships
- Roll-out training on the new strategy
- Enhancing and testing information management and support systems.

Our business exists in a network of diverse stakeholder relationships, which demand active stewardship in the face of pressures and expectations that are evolving, varied and multidirectional. Stakeholder engagement is a business capability that is central to delivering on our strategy, transforming our culture to achieve our purpose, maintaining compliance, achieving operational excellence, managing impacts, and navigating emergent risks and opportunities. We are deeply committed to proactive and participatory engagement, to fulfil our role as a trusted corporate citizen and ESG leader, in the interests of creating long-term value for society.

Stakeholder engagement is a continuous process that occurs across multiple levels of the organisation, and traverses all business activities. Group representatives are responsible for national and international engagements, our corporate affairs heads of department are responsible for provincial and national engagements, and our operations teams are responsible for local and site-level engagements. Engagements are framed around key material issues, with emphasis on those that relate to the strategic priorities of the business.

At corporate level, our stakeholder engagement management committee issues the engagement mandate on strategic issues, exercises oversight, and reports on performance to the PMC. This committee sits monthly and is chaired by the executive head: corporate affairs. At operations level, stakeholder engagement leads look after specific issues, and general management provides oversight. Clear protocols guide escalating issues from operations level to corporate level.

Stakeholder engagement requires participation and coordination across multiple functions and roles, and necessitates strategic decision-making in an increasingly complex market and operating environment. Historically, we have been challenged with unclear mandates, insufficient planning, inadequate management systems, and disconnected responses across different parts of the organisation.

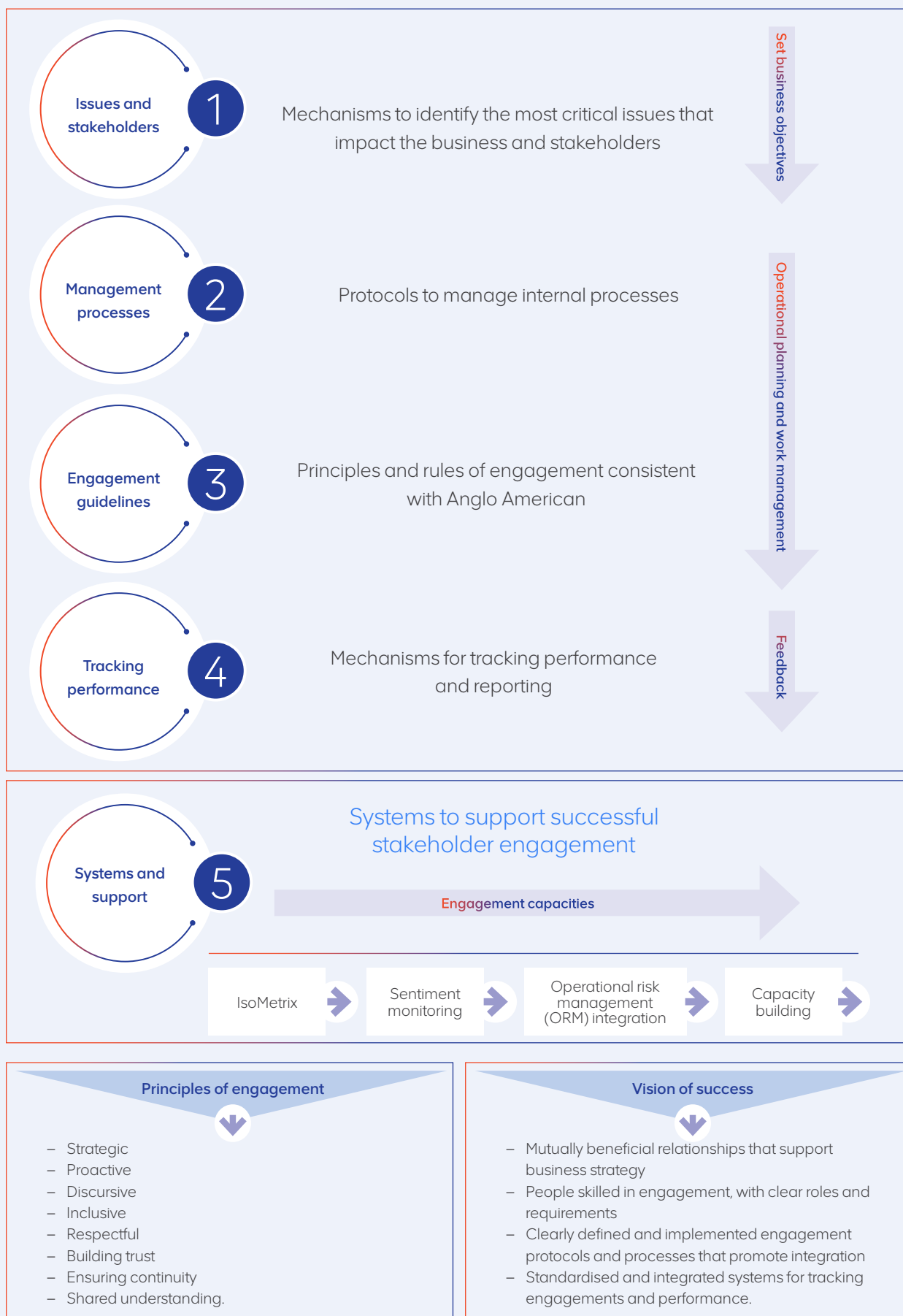
Our operating context is increasingly characterised by change, and we face a more complex landscape of impact, risk and opportunity. These conditions require more strategic engagement and partnership with stakeholders, and a more sophisticated approach to managing these interactions, decisions and relationships. In response, we developed new stakeholder engagement and NGO engagement strategies in 2021. The NGO engagement strategy is a key aspect of our approach to building thriving communities (page 88).

Our approach

Our new stakeholder engagement strategy establishes a framework for how we will manage our stakeholder relationships across the various functions of the company. It outlines an integrated approach with strong principles, clear mandates, and defined protocols and guidelines. It is premised on cross-functional collaboration and information-sharing, and makes provision for contemporary information management and support systems. The strategy better orients the business towards building strategic partnerships with key stakeholders to manage impacts and risks, and to collaborate on seizing opportunities that will support delivery on our strategic priorities, and progress against targets in our sustainable mining plan. The strategy aligns with the International Finance Corporation's (IFC) sustainability framework, the King IV code on corporate governance, AA1000 stakeholder engagement standard, and the Anglo American social way 3.0. It upholds the principles of our human rights policy, business integrity policy and code of conduct.

Implementing the strategy will strengthen our stakeholder relationships, and enable us to build a more proactive, open and intentional approach to nurturing these relationships in transforming our culture. We aim to reset our relationships, and through this process, empower our business and stakeholders, including mine communities, to better participate, co-create, adapt and thrive in a world (and market) that demands resilience and a societal approach to value creation.

Stakeholder engagement strategy elements



2021 progress and performance

Our 2021 stakeholder engagement activities have focused on responding to emergent challenges, clearing misunderstandings, progressing company strategy, building our reputation, and forging collaboration to enhance mutually beneficial relationships with key stakeholders.

Our key strategic engagements focus on securing our social licence to operate, resetting relationships at Mogalakwena, and helping to shape the hydrogen economy. Throughout the year, we have proactively engaged with employees and unions, suppliers, NGOs and mine communities, government and industry associations.

As noted, our key achievement has been the development of our stakeholder and NGO engagement strategies. We are now integrating these strategies and embedding them across the organisation. We are establishing mechanisms to identify the most critical issues that impact the business and associated stakeholders; shaping processes to manage the stakeholder function; clarifying engagement roles and guidelines; and exploring mechanisms to track and report on performance. We have initiated training on these strategies to facilitate the process, and have trained 25 people to date on the stakeholder engagement strategy. We plan to fully roll-out training in 2022.

As a company, we are considerably more focused on collaboration, partnership and accountability. Over the last year, we have made appointments to better resource our teams to match this orientation, including for human rights, cultural heritage and resettlement (page 119).



It is critical that we understand each stakeholder as a comprehensive whole. Accordingly, we have initiated a new stakeholder mapping process. This process has been a key input to the new NGO engagement strategy (page 88).



We have started to track the attitudes of different stakeholders toward the company, and on different issues. We use this as a proxy for reflecting the quality of our relationship (page 197). We plan to conduct a full assessment of stakeholder relationships in 2022, to measure the quality of our relationships as a baseline from which to drive progress in resetting them. We will conduct these surveys regularly from 2022.



Our key relationships

The stakeholder tables provide a foundational snapshot of our key stakeholder relationships. Our responses to key stakeholder issues registered in 2021 are presented on page 65 of our integrated annual report.



Accountability

We are transforming the relationship between mines and communities by holding ourselves to the highest standards of social performance and environmental integrity, and by establishing participatory accountability forums.

Upholding high standards of social performance

Anglo American social way 3.0

Our social performance activities are focused on respecting human rights, minimising or avoiding adverse impacts, maximising shared opportunities, and creating an environment where stakeholders affected by our operations can prosper sustainably. Our social performance department works closely with our sustainability, supply chain, human resources and local procurement departments. We work to integrate social performance into core business planning and management processes, engage interested and affected stakeholders, empower vulnerable and marginalised groups, and promote socio-economic upliftment in our mine communities.

Since 2020, we have transitioned to a new integrated social performance management framework, the Anglo American social way 3.0. This is multidisciplinary in scope, applies across all our sites and the full life cycle of our activities, and accountability for implementation is cross-functional. Our social performance management committee at each site provides leadership in building a culture that supports effective social performance management.

The Anglo American social way 3.0 builds on 15 years of group experience, is informed by numerous best-practice guidance documents, and aligns with international standards. The new framework is easier to understand and implement, but sets a higher performance standard and more challenging benchmark for compliance.

To facilitate the transition to Anglo American social way 3.0, each of our sites developed transition plans and set site-specific milestone targets for achieving full compliance in 2022. In 2020, we achieved 97% of our targets. In 2021, we completed a gap assessment, are closing the gaps identified, and working towards full adherence.

Anglo American social way 3.0 aligns with the following international standards:

- IFC environmental and social performance standards
- UN guiding principles on business and human rights
- Voluntary principles on security and human rights
- ICMM position statement and good-practice guide on indigenous peoples and mining
- Initiative for Responsible Mining Assurance (IRMA)
- OECD guidelines for multinational enterprises.

Participating in global sustainability initiatives

We align with emerging global best-practice by participating in key global sustainability initiatives. While most of these are voluntary codes, many of our stakeholders expect us to accord with these standards.

Extractive Industries Transparency Initiative (EITI): This is a global standard promoting the transparent and accountable management of natural resources. Anglo American Platinum, as a member of the Anglo American group, is a supporting company and complies with the principles of the initiative. We remain committed to the multistakeholder group approach that lies at the heart of the EITI accountability process and aim to replicate this approach everywhere we operate, including in countries that are not EITI signatories.

GRI (formerly Global Reporting Initiative): The GRI Sustainability Reporting Standards, issued by the Global Sustainability Standards Board (GSSB), are the most widely used standards for sustainability reporting, developed over many years with multistakeholder input. It offers a set of modular standards to enable organisations to report on their sustainability impacts against universal standards and sector-specific standards. Our GRI Standards index is on page 203.

ICMM mining principles: The International Council on Metals and Minerals (ICMM) brings together 28 mining and metals companies to strengthen environmental and social performance. Each member company must adhere to ten mining principles, which cover environmental, social and governance requirements. Anglo American is a founding member.

Initiative for Responsible Mining Assurance: IRMA is a global system to credibly measure environmental and social responsibility for industrially mined materials. It provides accountability to civil society, the private sector and affected communities, as well as information for investors and purchasers to reduce risks and source materials responsibly. Unki Mine in Zimbabwe has achieved an IRMA 75 certification, meeting at least 75% of a core set of critical requirements (business integrity, planning for positive legacies, social and environment). We are committed to ensuring that all our operations undergo third-party audits against recognised responsible mine-certification systems by 2025.

International Integrated Reporting Council's Integrated Reporting Framework: The Integrated Reporting (<IR>) Framework was issued by the International Integrated Reporting Council (IIRC), which has recently merged with the Sustainability Accounting Standards Board to form the Value Reporting Foundation. The <IR> Framework helps companies to produce a concise, investor-focused report that looks at an issuer's performance and prospects through the lens of six capitals (financial, manufactured, human, natural, intellectual, social and relationship). Anglo American Platinum accords with the guidance of the <IR> Framework.

London Platinum & Palladium Market responsible sourcing

guidance: Introduced in 2019, this seeks to assure investors and consumers that the metals delivered by the refiner are conflict-free due to compliance with an audited process. It is based on the OECD due-diligence guidance on anti-money laundering and combating terrorist financing regulations. Our process sites have been accredited under the LPPM's responsible sourcing guidance since 2020.

Task Force on Climate-Related Financial Disclosures: TCFD is a framework that enables companies to provide better information to investors across four key areas: climate-change governance, risk, strategy and performance.

UN Global Compact: UNGC is a principles-based approach to sustainability, derived from UN declarations. Our communication on progress highlights our progress on implementing the principles and our support for the UNGC's development objectives.

UN Guiding Principles on Business and Human Rights: This framework aims to show an organisation's progress on respecting human rights. All Anglo American group companies are committed to operating in a manner consistent with the guiding principles. We have incorporated these principles into our policies and management systems and continue to enhance implementation.

SDGs: The SDGs are a collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all". They were developed in 2015 by the United Nations for achievement by 2030. We developed our sustainable mining plan with extensive analysis of ESG opportunities and risks, including those presented in the SDGs

 (page 200).

Value Reporting Foundation/Sustainability Accounting

Standards Board: The SASB issues sustainability accounting standards that help public corporations disclose material and decision-useful information to investors in their mandatory filings, based on their industry. Our SASB reporting index is on page 201.



Voluntary Principles on Security and Human Rights: This is an internationally recognised set of principles that guide companies on how to conduct their security operations while ensuring respect for human rights. Anglo American is a member of this initiative and Anglo American Platinum complies accordingly.

Stakeholder engagement standard

Our stakeholder engagement approach aligns to the AA1000 stakeholder engagement standard 2015, which sets the global benchmark for best practice. The standard is aligned with the stakeholder engagement principles and guidelines entailed in the Anglo American social way 3.0 and the government relations handbook. Ensuring alignment with the standard helps drive consistency and accountability in our stakeholder engagement practice.

Social complaints and incidents

Complaints and incidents with social consequences are important indicators of deeper community concerns, and can help our operations manage social risks proactively. The Anglo American social way 3.0 provides clear guidance on how to manage social complaints and incidents in line with the group integrated incident management standard. Our social performance department is responsible for managing this process.

Each operation has a complaints and incident management system to support how it manages social impacts and risks at site level. The system provides a platform for mine communities and other stakeholders to raise complaints, report incidents, and receive a timely response. Complaints and incidents are logged at site level by community relations officers, and stakeholder engagement managers ensure these are investigated and responded to appropriately and timeously. Our reporting and management of social complaints and incidents are assessed annually through Anglo American social way 3.0 audits.

These site-level procedures are designed to ensure transparent handling and resolution of issues, and to promote relationships of mutual respect and accountability with stakeholders and communities. We encourage all our stakeholders to use this platform.

In 2021, we recorded and reviewed 105 complaints and 14 incidents across our sites. We also addressed outstanding complaints from 2020.

Level 3, 4 and 5 social incidents are assessed according to the Anglo American social way 3.0 social consequence matrix. The following assessment criteria are used: scale, vulnerability and remediability.



Site	2021 complaints and incidents			
Der Brochen	20 complaints	43 incidents	7 closed 13 in progress	0 at level 4–5 20 at level 3
	Key issues: cultural heritage, dust, chemical smell, dying livestock, noise, employment opportunities, business opportunities, procurement opportunities			
Mogalakwena	90 complaints	8 incidents	92 closed 6 in progress	0 at level 4–5 1 at level 3
	Key issues: employment opportunities, business opportunities, procurement opportunities, impact of blasting on houses, resettlement of graves			
Amandelbult	4 complaints	23 incidents	23 closed 0 in progress	2 at level 4–5 1 at level 3
	Key issues: economic development, allocation of business opportunities			
Twickenham	12 complaints	7 incidents	19 closed	0 at level 4–5 12 at level 3
	Key issues: trespassing, disruption of meetings, Modimolle water claim, Moloto land issue, Ga Makgopa speed humps			
Rustenburg	4 complaints	3 incidents	0 closed 7 in progress	0 at level 5 3 at level 4 2 at level 3
	Key issues: housing, procurement opportunities			
Polokwane	0 complaints	2 incidents	0 closed 2 in progress	0 at level 4–5 1 at level 3
	Key issues: procurement opportunities			

Legal compliance

Legal compliance is an essential component for our licence to mine, and a necessity that supports our aim to make a positive contribution to society and mine communities. It is also an indicator of our commitment to work within, and remain accountable to, the legislative framework of the South African government. We endeavour to participate fully in the national drive for transformation and socio-economic development, and engage actively with government in this regard (page 198). We ensure we comply with all relevant policies and legislation.



Section 28(2)c of the MPRDA

We are committed to comply with the requirements of the Minerals and Petroleum Resources Development Act 2002 (MPRDA), and to meet expectations in the revised broad-based black economic empowerment (BBBEE) charter for the South African mining and minerals industry (Section 28(2)c of the MPRDA). As required by the MPRDA, we regularly submit Section 28(2)c of the MPRDA progress reports to the DMRE. Our last submission was made on 31 March 2021.

Annual regulatory reporting against the Section 28(2)c of the MPRDA takes place after this ESG report is published. We remain compliant with Section 28(2)c of the MPRDA and largely on track with our annual milestones to meet its longer-term expectations. Disclosure of our performance against Section 28(2)c of the MPRDA expectations is provided on page 2.



Social and labour plans

We prepare and implement social and labour plans (SLPs) in consultation with local stakeholders and in line with the integrated development plans of district municipalities where we operate. SLPs form part of our broader community development strategy for all sites. Through our SLPs, we commit to building infrastructure that supports local development, including roads, housing, water and sanitation. Disclosure of our SLP performance is provided on page 3.



Advocacy

We are transforming the relationship between mines and wider society by taking the lead on collaborative approaches to address key societal issues that are material to our business.

Public policy engagement

For more detail please see SMP progress table on page 18.

Government relations

Engaging effectively and openly 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 comply and succeed. We engage with government in accordance with the Anglo American government relations handbook. We engage directly as a company, indirectly through the group, and through representative industry associations.

Regulatory uncertainty is an ongoing risk that we address through active engagement, both as a member of the group and through the Minerals Council South Africa. We aim to 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), in collaboration with the office of the deputy president, as well as the UN SDGs. We endeavour to play our full part in transformation and socio-economic development initiatives, and are committed to meeting the requirements of the MPRDA and the expectations of the Section 28(2)c of the MPRDA.

Key strategic engagements in 2021 focused on our social licence to operate, the Mogalakwena complex expansion, the future of Transnet, and helping to shape South Africa's hydrogen economy. Other important engagements concerned our Covid-19 response, addressing gender-based violence, cultural heritage and grave resettlements, the proposed chrome ore tax, and our Mogalakwena solar PV project.

Industry associations

We continue to play an active role in the Minerals Council helping to lobby on key issues and for a consistent and stable regulatory environment. Recent key issues on which we have engaged through the council include health and safety, workers' compensation, carbon tax, chrome ore tax, human rights, job creation, and Section 28(2)c of the MPRDA. As a member of the Anglo American group, we have adopted and comply with the International Council on Mining and Metals' (ICMM) ten principles for sustainable development.

Multistakeholder collaborations

We participate in The Impact Catalyst, a voluntary collaborative platform established by the private sector (Anglo American, Exxaro and Zutari), non-government organisations (World Vision South Africa), research organisations such as the Centre for Scientific and Industrial Research (CSIR) and the Limpopo provincial government. This partnership drives socio-economic change in South Africa through various initiatives, beginning with establishing collaborative regional development (CRD) platforms in collaboration with government.

Responsible business and human rights

We uphold human rights in our operations and actively promote human rights in our supply chain. As a member of Anglo American group, we support and comply with the principles of the UN Global Compact, the UN guiding principles on business and human rights, and the voluntary principles on security and human rights. These are incorporated into our policies and management systems, and we are working to better integrate the implementation of these principles at our operations.

Corruption

We support and comply with the principles of the Extractive Industries Transparency Initiative (EITI) as a member of the Anglo American group. The EITI is a global standard promoting the transparent and accountable management of natural resources. In 2021, we engaged with Corruption Watch and gave input for the publication of a report, "Improving Transparency and Accountability in the Flow of Benefits to Mining Communities".

Taxation



For information about our tax policies and responsibilities, see the integrated annual report page 62.

Covid-19

We have worked closely and collaboratively with government and unions in implementing Covid-19 mitigation measures. We have made national contributions for Covid-19 relief, and have provided much-needed support to mine communities through our WeCare community response plans (page 90).



We are committed to addressing the SDGs through our own activities and playing a leadership role in helping South Africa reach the goals nationally. As part of the Anglo American group, we have mapped and prioritised the SDGs according to our activities and business model, and these priority goals are integrated into the sustainable mining plan. Since 2018, we have facilitated a series of SDG dialogues with our stakeholders, to drive greater transparency and accountability in our stakeholder engagements, and to catalyse a more unified collective action towards achieving the goals.

Supporting a low-carbon economy

Our work to inform and promote the transition to a low-carbon economy in significant markets continues unabated. We collaborate in support of technology-neutral policy and regulatory environments, particularly where we believe PGMs offer a significant contribution to the transition.

In the UK, in addition to our support for existing associations, we joined the Beyond2050 Hydrogen Strategy Now campaign group, working to support the UK government to establish and release a UK-wide hydrogen strategy. We are also members of the UK government's hydrogen working group for the 2020 deployment roadmap, supporting the ministerial hydrogen advisory council.

In China, we co-sponsored and gave keynote presentations at the annual fuel-cell vehicle congress. We have stepped up participation in multiple-city cluster FCEV demonstration programmes and carbon/hydrogen sector integration to support China's carbon-neutrality ambition.

Despite our limited presence in the United States, we recognise and continue to monitor the momentum on hydrogen and climate change at the federal and state level. We do this through our membership of the California Fuel Cell Partnership Association and the US Fuel Cell and Hydrogen Energy Association (FHCEA). In 2021, we became founding members of the Hydrogen Forward Coalition, an end-to-end value chain of representatives coming together to advance hydrogen in the US. In the last six months, exciting developments on the policy front included approval by the US House of Representatives of a ten-year tax credit to produce clean hydrogen. Through FCHEA, we have been actively advocating for a focus on total system cost instead of relying primarily on PGM thrifting to support the clean hydrogen electrolysis programme.

Internationally, Anglo American remains a founder, steering and board member of the Hydrogen Council. Launched in 2017, the council brings together CEOs from over 100 multinational companies and acts as an essential conduit for international corporate efforts and perspectives on hydrogen. We remain a proactive member of Hydrogen Europe, which partners with the European Commission through the fuel cells and hydrogen joint undertaking to support research, technological development and demonstration activities in fuel cell and hydrogen energy technologies in Europe.

Gender-based violence (GBV)

We take a stand against gender-based violence (GBV) and are working to respond and eradicate GBV, focused on responding to and eradicating this scourge in support of the national effort in South Africa. Addressing GBV is a foundational part of our culture transformation work (page 99). Our culture work is leader-led and cross-functional, and wider policy and advocacy engagements with government, NGOs and other stakeholders are a key aspect of driving this agenda.



Human rights

We respect and protect human rights for all people and communities, uphold these in our operations, and actively promote them in our supply chain. Championing human rights is key to achieving our strategic ambitions as a business, and is a key function that cuts across all our social functions and the three pillars of our sustainable mining plan.



Highlights

- Developed stakeholder engagement strategy and NGO engagement strategy
- Enhanced integration of human rights across the organisation.



Learnings/challenges

- Challenging process to adapt group policies for the business unit, and centralise the human rights impact work under a new role.



Focus for 2022 and beyond

- Continue to establish our human rights function and approach
- Progress human rights due diligence, risk and impact assessments, and conduct training
- Improve knowledge management, and collaborate to build and share human rights knowledge across the organisation.

Our approach and progress

Our policies and management systems align with the South African constitution, UN Global Compact, UN guiding principles on business and human rights, the Voluntary Principles on Security and Human Rights, and IFC performance standards. The Anglo American human rights policy underpins our approach, our code of conduct articulates our commitment, and Anglo American social way 3.0 provides the overarching management system.

We focus on the most salient human rights risks for our business model and activities, and take a policy-led approach to human rights due-diligence.

Our responsible sourcing standard for suppliers reflects our commitment to building ethical value chains free of modern slavery, while our IRMA standard and certification system drives best practice and accountability for human rights at our operations.

Stakeholder engagement is a key aspect of our human rights work. We actively engage and involve our stakeholders in assessing and addressing human rights impacts. In 2021, we developed

new stakeholder engagement and NGO engagement strategies. We also have formal mechanisms at each site and corporate level, through which stakeholders can anonymously report human rights grievances and violations. During the year, our focus was on engaging with NGOs on resettlement, SLPs, human rights, ongoing engagement as part of the Mogalakwena resettling relationships project, and providing input into a Corruption Watch publication.

We are integrating ongoing human rights due-diligence into all relevant business processes, including risk and impact assessment, social management, operating model and life-of-mine planning. Progress was made on integrating the new social and human rights impact and rights analysis (SHIRA) process into risk management systems. This process provides a comprehensive, cross-functional assessment of social and human rights impacts annually, including a prioritisation rating that reflects the UN guiding principles process.

2021 performance

The key avenues through which we track and measure our performance include:

- We measure our compliance against the requirements of our human rights policies
- We track the percentage of our workforce with union representation
- We track the number of our people trained in ethics and human rights
- We record the number and nature of social complaints and incidents, and whistleblowing reports
- We engage our stakeholders and track issues raised through these relationships and forums
- We monitor progress on our journey to transform our culture.

Human rights assessments

In the past year, SHIRA was conducted on 100% of our operations. Through SHIRA, the Anglo American social way 3.0 and its contingent assessment looks at the process of applying SHIRA and ensures compliance in that regard.

The voluntary principles of security and human rights have also been used as an assessment tool for potential human rights issues particularly in the security space.

Lastly, a groupwide human rights due-diligence exercise was conducted in 2020. All Anglo American Platinum operations were assessed.

Mitigation and remediation

All sites have mitigation plans. The SHIRA process is integrated with the operational risk management (ORM) process, where priority unwanted events (PUEs) emanating from material community impacts are managed and monitored.

Only a limited number of these PUEs are currently actively managed through the electronic management system, but more will be added to the system in 2022. Where deficiencies were identified, mitigation plans were identified and implementation is tracked.



Ga-Pila resettled community.

Cultural heritage

We respect and protect cultural heritage through our operations, for all people, cultures and communities. Cultural heritage management is a critical issue across many group sites, a key issue for our stakeholders, supports the creation of social value through the business, and is fundamental in appraising our social and sustainability performance.

What is cultural heritage?

Cultural heritage is a unique non-renewable resource that has cultural, scientific, spiritual, traditional or religious value, and is frequently legally protected. It includes:

- Tangible heritage, movable or immovable, that has archaeological, palaeontological, historical, cultural, artistic or religious value, such as properties, graves, sites, or structures
- Natural features or objects that embody cultural values, such as sacred rocks, caves, streams or waterfalls
- Intangible forms of culture that embody cultural values or are part of a living cultural tradition such as local knowledge, innovations or community practices (also known as living heritage).

Impacts on cultural heritage can be direct (physical disturbance or damage to a resource that alters, positively or negatively, its scientific or cultural value) or indirect (changes to a resource's physical environment or 'setting' that alter its cultural value, or activities that restrict or limit stakeholder access to a resource).

Our approach and progress

We are building a more holistic understanding of cultural heritage, the cultural heritage landscapes of our operations, and integrating this into developing our approach and procedures.

This is supported by our human rights policy and Anglo American social way 3.0. It aligns with the National Heritage Resources Act 1999 in South Africa, the National Museums and Monuments of Zimbabwe Act 2001 and IFC performance standards. Cultural heritage is a complex area of practice, and there are strong interconnections with our other social functions, including stakeholder engagement, human rights, socio-economic development, community health, land access and resettlement, and employee relations and contractor management.

The Anglo American Platinum corporate affairs and sustainable impact: social performance integration and transition function is responsible for ensuring awareness and consistent management of cultural heritage across different functions in the company. Cultural heritage management is essential to good community relations, and stakeholder engagement is a key aspect of our approach. The stakeholder engagement plans and social grievance procedures encompass cultural heritage aspects for all sites.

We complete heritage impact assessments as a statutory requirement as part of the environmental authorisation process, before undertaking new projects and relevant activities. In 2021, all operations developed or updated their chance find procedures to outline the requisite actions if previously unknown cultural heritage resources are encountered prior to or during operational activities. The newly developed procedures, aligned with the Anglo American social way 3.0 toolkit, aim to manage or mitigate potential impacts to cultural heritage in line with international best practice standards. The majority of operations adopted their chance find procedure by Q4.

All sites have an operational risk management system through which cultural heritage risks are flagged, managed and tracked, and escalated if necessary.

2021 performance

We have made considerable progress this year in building toward baseline compliance with the cultural heritage aspects of the Anglo American social way 3.0. Training has been a key part of this process.

We continued to focus on resolving legacy social grievances, particularly at our Mogalakwena Mine, many of which concern the resettlement of households and the relocation of graves. We acknowledge and respect the living heritage linked to graves, the intergenerational character of this heritage, and its attachment to place and landscape. We strive for in situ conservation of grave sites and management of land access, and face significant challenges with areas where this was not achieved in the past or not possible today. We are working to entrench consistency in our approach to managing graves and burial sites, and have a history of lessons to guide us in this process. We developed a draft burial grounds and graves procedure, which is due for approval in 2022.

Through effective engagement, we have reached agreement with the Ga-Sekhaolelo traditional council on the appropriate mitigation measures to address possible impacts to traditional initiation schools and increased the number of consent signatures received from next-of-kin for relocating graves at Mogalakwena to 103, out of the 265 priority graves requiring relocation. Finally, in preparation for 2022, detailed plans for the update of our approach to cultural heritage management were developed in collaboration with the operations to ensure the unique requirements of our stakeholders and sites are considered.

Ethical value chains

We are building a value chain that supports and reinforces positive human rights and sustainability outcomes by practising responsible resettlement and responsible sourcing, and driving responsible mining certification.

Responsible resettlement

We uphold the highest standards for responsible resettlement. We negotiate voluntary resettlement with communities that unavoidably need to be resettled from land reserved for mining, and invest in improving the quality of life and livelihoods of resettled people.

Our resettlement policy and procedures align with our ethics policy framework and the IFC performance standards. We conduct resettlement as a last resort, and actively plan projects to avoid or minimise resettlement. Where resettlement is unavoidable, we negotiate involuntary resettlement, plan each resettlement in a participatory manner, protect human rights and cultural heritage,

and demonstrably improve the quality of life and livelihoods of resettled people.

Prior to any resettlement, we conduct an environmental and social impact assessment, and through these assessments, develop a social management plan designed to mitigate risks, deal with issues and restore communities. A remediation action plan and livelihood restoration plan further guide implementation and monitoring, and provide assurance of improvement.

Disclosure on our active resettlement projects is provided in thriving communities on pages 97–98.

Responsible sourcing



Highlights

- Started developing an industry-first responsible sourcing management toolkit
- Conducted comprehensive external review of all suppliers engaged through the group since 2020.



Learnings/challenges

- Covid-19 delays and restrictions
- Capacity limitations for suppliers and our own business
- Monitoring supplier implementation of corrective measures
- Full visibility and traceability of our supply chain upstream of our direct suppliers.



Focus for 2022 and beyond

- Improve integration of responsible sourcing processes across supply chain
- Supplier capacity development
- Enhance engagement with the workforce of suppliers
- Define a more tailored set of performance targets
- Make progress on industry-wide responsible sourcing approach and standard
- Increase visibility and traceability across our supply chain.

Responsible sourcing supports the business strategy, buffers our exposure to supplier risk, drives accountability through the sustainable mining plan, and upholds our human rights positioning.

Globally, there are growing expectations for business to improve transparency in the procurement of goods and services, while managing sustainability risks. These risks include modern slavery, child labour, unethical workplace conditions, and poor environmental management. Locally, there is often a disconnect between reasonably comprehensive legislation on many of these issues, and the ability of authorities to enforce this legislation.

Over 80% of our suppliers are small businesses. This includes small service providers, equipment suppliers, professional and technical services, and maintenance services suppliers. Many of these businesses operate under risk of shutdown if they fail to meet legal requirements, yet the biggest infringements tend to be with smaller business. This poses a risk for our business, and our biggest risks relate to small businesses where we do not have complete oversight.

Over the years of assessing supplier risk and engaging with suppliers in managing risk, we have come across a wide range of significant issues. These have included forced labour, excessive work hours, modern slavery conditions, taking advantage of vulnerable workers, contracting issues, withholding worker documents, harassment and threats. We have made a significant social impact by addressing these issues effectively through our supply chain, and ensuring continued improved practice and compliance by suppliers over time. In 2021, labour and human rights issues linked to employer practices were a key concern. This includes examples of unfair competition, excessive working hours, and cases where employee documents have been withheld.

In this context, responsible sourcing is critical for our business. We need to manage our reputation and secure the social legitimacy of our operations and products. We need to reduce the risk of social disruptions to production and proactively create social value through our operations. Expanding the local footprint of our procurement practices, and enhancing the potential of our supply chain to create and share value are key strategic avenues through which to address these contextual needs.

Ethical value chains continued

Our approach

We prioritise ethical decision-making when procuring goods and services, and in selecting, engaging and managing suppliers. We are committed to building ethical value chains by working with suppliers that share our values. We expect all suppliers to meet applicable laws, while sharing our commitment to improving people's lives, society and the environment.

We work closely with suppliers to address their ESG performance shortfalls. Through our responsible sourcing activities, we build insight on supplier risk, help suppliers to manage this risk and comply with local legislation and global human rights standards, and improve their ESG capacity and performance. Our responsible sourcing programme has the dual benefit of improving the risk outlook for both our own business and the businesses of our suppliers. The more insight we have on risk with suppliers, and the stronger our relational capital with suppliers, the more effective our risk mitigation will be into the future.

We engage with suppliers to achieve a common understanding of the mutual benefit derived through the risk management activities of our responsible sourcing programme. Most importantly, we are working towards effectively harnessing the opportunity to transform the social and economic community landscapes where we operate through sourcing practices that intentionally seek to create and share value.

Responsible sourcing standard for suppliers

Our ethics policy framework and code of conduct support our commitment to responsible sourcing. We engage with suppliers and address supplier risk across five key pillars, in line with our responsible sourcing standard for suppliers. This standard sets out expectations across each of the five pillars for all current and prospective suppliers. In our engagements with suppliers, we break down the focus of these five pillars into actionable steps with clear expectations for implementation and outcomes.

The five pillars of our responsible sourcing standard



Protect safety
and health



Protect our
environment



Respect labour
and human rights



Contribute to
thriving
communities



Conduct business
fairly and with
integrity

Managing supplier risk

Responsible sourcing requirements are included during registration as a supplier, during sourcing events, and as part of our ongoing relationship.

When a new supplier registers to work with our company, we request that they first read, understand and sign their agreement to participate in and adhere to our responsible sourcing policies, processes, and requirements. We then conduct an upfront screening of suppliers against legal obligations, due-diligence requirements, and global standards for ethical and human rights best practice. After this, we issue suppliers a vendor number and this is where our responsible sourcing processes and procedures take effect.

Typically suppliers who provide goods or services in categories which pose risk are required to complete a self-assessment against the five pillars of the responsible sourcing standard. If any of the supplier's responses in the self-assessment are unclear, we contact the suppliers for clarity. After completing the assessment, if a supplier remains high-risk, we may initiate an independent audit of the supplier against the responsible sourcing standard.

For existing suppliers, risk assessments are conducted regularly across our full supplier base, and we prioritise engagement with

high-risk suppliers. We draw on several tools that support further investigation and assessment of supplier due-diligence and compliance, identification of outstanding issues, and mitigation and corrective actions.

Every two to three years, we run a heat-mapping exercise across our full supplier base. We map potential supplier risk across our all our procurement categories and in relation to transaction volume. Through this exercise, we identify an initial number of potentially high-risk suppliers, which we narrow down further. In the last cycle, we identified 600 potentially high-risk suppliers, which we narrowed down to 300.




Alongside the heat-mapping exercise and to demonstrate the impact of our due-diligence approach, we apply an external risk assessment process with Dow Jones, which assesses our supplier base against various databases, including an adverse media database. In our 2021 cycle, we ran all 27,000 businesses we engaged with over the past 18 months through this risk assessment, and identified 300 suppliers where risk issues were flagged. All these high-risk issues were already known to us via our internal procedures, highlighting the value of this external process as an assurance mechanism for our risk assessment processes. We often find good correlation between high-risk suppliers identified in both processes.

Despite the rigorous nature of these risk assessment processes, it is often difficult to get a clear sense of risk through desktop assessments. For this reason, we have two further channels through which potentially high-risk suppliers are identified. Firstly, we extend an open invite for all supply chain personnel to nominate potentially high-risk suppliers from their working experience. The second channel is our whistleblowing mechanism, YourVoice. We communicate to our suppliers, and their workforces that if they have complaints or grievances relating to unethical or non-compliant

behaviour or practices, they can report this anonymously through YourVoice.

Where risk is identified and confirmed for new or existing suppliers, we commit significant resources to building supplier awareness and capacity to resolve issues and meet all legal and Anglo American requirements. We issue a corrective action plan, and monitor its implementation. If a supplier refuses or fails to comply, we then take this to the risk committee for a decision on further action.

Our KPIs and 2021 performance

Number of businesses assessed for risk	Percentage of high-risk suppliers engaged	Number of suppliers attending capacity development training
 2021: 27,000 (2020: 22,000)	 2021: 163 (2020: 432)	 2021: Deferred (2020: 600)

2021 progress and performance

We have two global targets that guide the development of our responsible sourcing activities at a group level. Firstly, by the end of 2021, we had fully embedded responsible sourcing into our supply chain ways of working. Secondly, we are advocating for a common industry-wide responsible sourcing standard, and are aiming to achieve this by 2023. We believe a unified standard and approach is necessary to enhance our collective impact as an industry, and to effectively address persistent human and worker rights issues, including poor implementation of the basic conditions of employment.

Both 2020 and 2021 have been difficult years due to the impact of the Covid-19 pandemic, yet we have continued to make good progress in the delivery and development of our responsible sourcing programme.

We have started to develop a responsible sourcing management system, an industry first, and will make this toolkit freely available for all interested businesses, including our suppliers. The toolkit will support businesses to build management practices and routines – supporting compliance with South African laws.

Our PMC acknowledges the importance of responsible sourcing issues for the business. This year, it was a critical requirement that all supplier contracts needing executive approval were low-risk from a responsible sourcing perspective.

Since 2020, it has been difficult to conduct supplier engagement and training activities in-person. In response, we have developed a digital system to deliver supplier training. We defined 12 training modules linked to key responsible sourcing issues, and trained around 600 suppliers in 2020 using this digital delivery system.

Responsible mining certification

We aim to achieve the highest standards of excellence in responsible mining, and strive to meet the ESG expectations of civil society

and our customers. We are committed to meeting the stringent requirements of the Initiative for Responsible Mining Assurance (IRMA).

IRMA represents the first global definition of leading practice in social and environmental responsibility for large-scale mining operations. It provides a system to measure and certify environmental and social responsibility against best practice for industrially mined materials. The standard was developed over ten years through wide public consultation, including input and lessons from fair-trade agriculture, responsible forestry and sustainable fisheries.

IRMA certification is voluntary, and meant to complement government oversight. The initiative aims to motivate industry-wide uptake of responsible mining by providing an avenue for companies to gain public recognition for their efforts. The system drives accountability to society and improves the quality and availability of ESG information for investors and purchasers.

In September 2019, our Unki Mine in Zimbabwe was the first mine in the world to publicly commit to an independent audit against the IRMA standard for responsible mining. Unki Mine has since been assured by IRMA. It achieved an IRMA 75 rating, indicating a score of at least 75% against a core set of requirements in business integrity, planning for positive legacies, social impact, and environment. This is the second-highest possible rating under the IRMA scoring system.

Our sustainable mining plan sets the target for all operations to undergo third-party audits against recognised responsible mine certification systems by 2025. Towards this goal, our milestone target for 2021 was to achieve certification for half our operations.

In 2021, we progressed the IRMA audits at Amandelbult and Mototolo mines, with both sites having undertaken self-assessments, stage 1 assessments and pre-stage 2 virtual audits. The on-site audits have been delayed due to Covid-19 and are planned for Q2 2022. Unki will undergo a surveillance audit in 2022.

Our leadership team

Board

Independent non-executive



Nombulelo Moholi (62)

Chair remuneration and social, ethics and transformation committees

Qualifications: BSc (engineering)

Eight years on the board

Core skills: strategic planning, industrial sector experience, senior corporate leadership experience, domestic affairs, strategic thinking and analysis, building and leveraging relationships, openness of communication, learning agility.



John Vice (69)

Chair audit and risk committee

Qualifications: BCom, CA(SA)

Nine years on the board

Core skills: strategic planning, financial and commercial experience, strategic thinking and analysis, building and leveraging relationships, openness of communication.



Peter Mageza (67)

Lead independent director, chair governance committee

Qualifications: FCCA (UK)

Eight years on the board

Core skills: strategic planning, global perspective, financial and commercial experience, senior corporate experience, domestic affairs, strategic thinking and analysis, problem-solving, building and leveraging relationships, openness of communication, learning agility.



Dhanasagree Naidoo (49)

Independent non-executive director

Qualifications: BCom, CA(SA), Masters in Accounting (taxation)

Eight years on the board

Core skills: strategic planning, financial and commercial experience, senior corporate leadership experience, domestic affairs, strategic thinking and analysis, building and leveraging relationships, openness of communication, learning agility.



Thabi Leoka (43)

Independent non-executive director

Qualifications: BA (hons), MA, MSc Economics and Economic History, PhD Economics

More than one year on the board

Core skills: strategic planning, global perspective, financial and commercial experience, strategic thinking and analysis, problem-solving, building and leveraging relations, openness of communication, people development, learning agility.



Roger Dixon (72)

Independent non-executive director

Qualifications: Pr.Eng, BSC (hons) Mining FSAIMM

More than one year on the board

Core skills: strategic planning, mining, mining technology, global perspective, strategic thinking and analysis, problem-solving, building and leveraging relationships, openness of communication, people development, learning agility.



 Definitions of directors' core skills appear in on page 132.



Board committees on page 133.

Non-executive

**Norman Mbazima (63)***Chairman***Qualifications:** BCom, CA(SA)

Three years on the board

Core skills: strategic planning, global perspective, financial and commercial experience, senior corporate leadership experience, strategic thinking and analysis, problem-solving, building and leveraging relationships, openness of communication, people development, learning agility.

**Mark Cutifani (63)***Non-executive director***Qualifications:** BEng (mining)

Eight years on the board

Core skills: strategic planning, mining, mining technology, global perspective, senior corporate leadership experience, strategic thinking and analysis, building and leveraging relationships.

**Nolitha Fakude (57)***Non-executive director***Qualifications:** BA (hons) Psychology

Less than one year

Core skills: strategic planning, industrial sector experience, global perspective, senior corporate leadership experience, domestic affairs, strategic thinking and analysis, problem-solving, building and leveraging relationships, openness of communication, people development and learning agility.



Executive

**Anik Michaud (54)***Non-executive director***Qualifications:** LL.L (law)

Less than one year

Core skills: global perspective, sales and marketing, strategic thinking and analysis, problem-solving, building and leveraging relationships, openness of communication, people development and learning agility.

**Natascha Viljoen (51)***Chief executive officer***Qualifications:** BEng (extractive metallurgy), MBA

More than one year on the board

Core skills: strategic planning, mining, mining technology, senior corporate leadership experience, strategic thinking and analysis, problem-solving, sales and marketing, global perspective, learning agility.

**Craig Miller (48)***Finance director***Qualifications:** BCompt (hons), CA(SA)

Two years on the board

Core skills: strategic planning, financial and commercial experience, sales and marketing, sustainability, global perspective, strategic thinking and analysis, problem-solving, people development, learning agility.

Resigned during the year

**Stephen Pearce (58)***Non-executive director***Tony O'Neill (64)***Non-executive director*

Board committee membership



Audit and risk committee



Governance committee



Nomination committee



Remuneration committee



Safety and sustainable development committee



Social, ethics and transformation committee



Committee chair

Leadership and governance

Creating sustainable value through good governance

Our governance framework ensures that all aspects of our business are managed to achieve our desired governance outcomes. This framework informs our governance universe (application of relevant King IV principles are noted in each governance pillar).

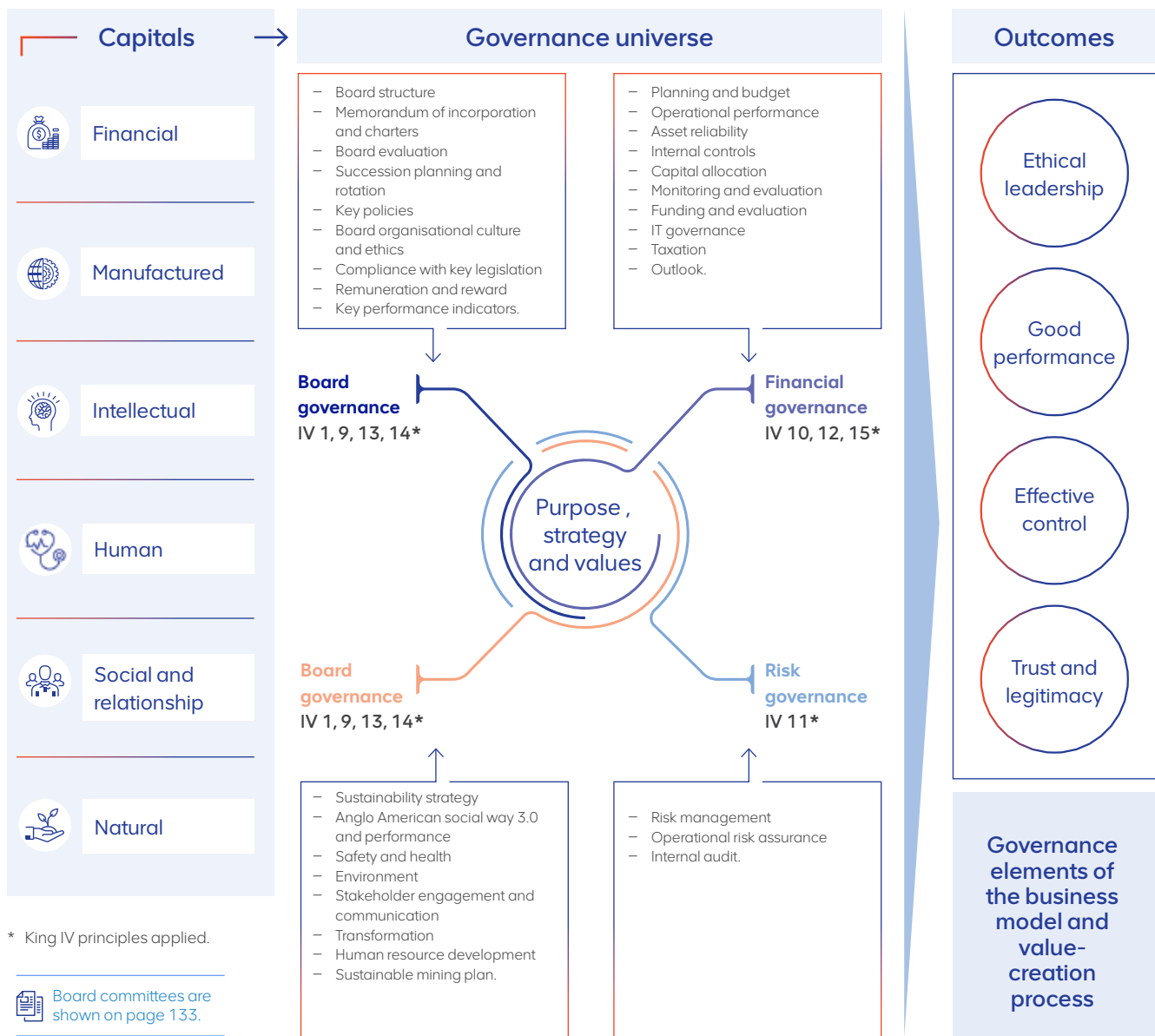
Our governance philosophy

The board is committed to the highest standards of corporate governance and has applied King IV throughout its structures. It exercises effective and ethical leadership to give effect to its strategy and ensures accountability for the company's performance.

We believe good governance promotes our required outcomes of ethical culture, good performance, effective control and legitimacy.

The board is the focal point for and custodian of the company's governance framework. Our governance universe illustrates how the pillars of value are managed via four segments – board, finance, risk, social and sustainability – in support of our strategy and purpose. The elements in each segment are governed by appropriate processes, systems and resources to ensure we achieve our governance outcomes.

Our capitals are fundamental to how we manage all aspects of our business to achieve our purpose and strategy



The board and executive management as the platinum management committee (PMC) individually and collectively are committed to creating and preserving value for all our stakeholders by delivering on our purpose. The board through its key responsibilities of monitoring and oversight, strategic planning, financial planning, capital allocation and decision-making ensures the business model remains relevant and sustainable. This is supported by our strategy and the four strategic priorities that will allow us to achieve our purpose and ambitions for all stakeholders within a governance framework that instils ethical leadership, accountability, transparency and legitimacy.

Leadership

Principle 1: The board leads ethically and effectively

The board is committed to the highest standard of corporate governance and has applied King IV throughout its structures. It exercises effective and ethical leadership to give effect to its strategy and ensures accountability of the company's performance. The board collectively and individually displays the following characteristics:

Integrity	<ul style="list-style-type: none"> – Acts in good faith – Declarations of interest are disclosed at each meeting (page 126) – The board sets the tone at the top — leading by example, embedded by our values (page 126).
Competence	<ul style="list-style-type: none"> – The board has sufficient working knowledge of the company, and Anglo American Platinum has an induction programme in which all new directors participate. Individual director development programmes cater to each director's individual needs, based on their skill set – Between meetings, the board is continually kept up to date on developments in the business through board updates and site visits.
Responsibility	<ul style="list-style-type: none"> – The board is responsible for setting its strategy and retains effective control by approving policies, plans, frameworks and structure to create sustainable value for the benefit of all stakeholders – Members devote sufficient time and effort to prepare for meetings. Attendance in the review period was 100%.
Accountability	<ul style="list-style-type: none"> – The board is accountable to shareholders, and reports to shareholders at the annual general meeting.
Fairness	<ul style="list-style-type: none"> – The board adopts a stakeholder-inclusive approach. It has delegated this mandate to the SET committee, whose purpose is to make recommendations to the board on sustainability and stakeholder management, good corporate citizenship and community development, ethics management, labour and employment, and managing broad-based black economic empowerment.
Transparency	<ul style="list-style-type: none"> – Comprehensive disclosures are made in the integrated annual report and ESG report.



Organisational ethics

Principle 2: The board oversees the ethics of the organisation in a way that supports the establishment of an ethical culture

Anglo American Platinum is committed to a policy of fair dealing and integrity in conducting its business. Actively endorsed by the board, this commitment is based on a fundamental belief that business should be conducted honestly, fairly, legally and responsibly. The board expects all employees to share its commitment to high moral, ethical and legal standards and sound business principles.

The board sets the tone from the top and subscribes to the ethical standards detailed in the Anglo American Platinum code of conduct and business integrity policy. It seeks to lead by example in engaging with all stakeholders, in its deliberations and decisions, and by monitoring the ethical culture and compliance in the group. The board has adopted a number of key policies that provide guidelines on how ethics should be approached by the company and its stakeholders.

Our values and culture	Code of conduct and business integrity	Declarations and conflicts of interest, related-party transactions
<p>Standing strong in our company values – safety, care and respect, integrity, accountability, collaboration and innovation – we are on an intentional journey towards the culture we desire. We call this journey Culture in Action. Our culture is essential to our success as an organisation, working hand-in-hand with strategy and a key enabler of our strategic priorities. Strategy and culture are among the key tools for our leadership to maintain and strengthen organisational sustainability, enhance and preserve the value we create. While strategy offers a formal pathway to our objectives and ambitions, culture expresses those objectives through values and beliefs ultimately guiding our actions and ensuring strategy implementation.</p> <p>We use the expression Culture in Action deliberately to signify that culture is something that is always active, and that we can all influence and work on every day. Following actions and processes to listen and learn from all voices at all levels in the company, we identified three foundational aspects to support delivery of our purpose:</p> <ul style="list-style-type: none"> – Treating all colleagues with unconditional trust and respect – Soliciting voices and creating a fair, curious and inclusive environment – Living up to our commitments and creating positive accountability. 	<p>Our code of conduct represents our values and guides our decisions to do the right thing. It sets the boundaries within which we must all work each day and explains our roles and responsibilities accordingly. When we have questions or concerns, the code identifies avenues available for advice, support and speaking up.</p> <p>Mandatory business-integrity training was conducted in the final quarter of 2021. The company also focused on:</p> <ul style="list-style-type: none"> – Group antitrust (competition law) – Information security awareness – Organisational model overview – Organisation model foundation. <p>The compliance and ethics committee, chaired by the finance director and attended by executives and senior managers, convenes quarterly to review implementation of compliance and ethics programmes in the organisation. These include:</p> <ul style="list-style-type: none"> – Business integrity risk – Intermediary risk management – Compliance monitoring – Awareness training and strategies – Governance around policies, standards and procedures – Breaches of conduct including preventative work on fraud, corruption and ethical business conduct – Conflicts of interest. <p>While the scope of the ethics programmes is determined by group-wide policies, the committee ensures they remain relevant by addressing any changes in the business.</p> <p>Our values and commitment to conducting our business ethically are the foundation for good governance, which in turn empowers all employees to expose any behaviour that conflicts with our values. A dedicated tip-off channel enables employees to anonymously report unethical behaviour.</p> <p>In addition to the approval and oversight of our code of conduct and business integrity policies, the board has oversight of the delegation of authority manual, conflicts of interest and share-dealing policy and, through the governance committee, the compliance policy.</p>	<p>Each quarter, the company obtains details from directors on external shareholdings and directorships that may create conflicts of interest while serving as Anglo American Platinum directors. The declarations are closely scrutinised by the chairman and company secretary and tabled at each quarterly board meeting. Where a conflict arises, directors must recuse themselves from discussions. As far as possible, the company requires directors to avoid potential conflicts of interest.</p> <p>Anglo American Platinum's majority shareholder is Anglo American plc, which owns 78% of our issued share capital. Anglo American plc provides technical and sustainability advisory and support services that are critical to our company being able to operate sustainably. These services are provided under a master services agreement and the governance committee oversees and monitors the relationship with our major shareholder. In particular, the governance committee considers and advises on:</p> <ul style="list-style-type: none"> – Related-party transactions and funding arrangements with the major shareholder – Any unresolved disputes under master services agreement between Anglo American Platinum and major shareholder – Issues involving a conflict of interest. <p>The committee comprises solely independent non-executive directors, chaired by Peter Mageza, lead independent non-executive director. It meets at least twice a year or more often as required.</p>

Responsible corporate citizenship

Principle 3: The board ensures that the company is seen to be a responsible corporate citizen

The concept of responsible corporate citizenship is integrated into our company strategy, and its principles underpin all key aspects of our business. Given the broad scope of our social strategy and initiatives, oversight vests with two board committees: social, ethics and transformation; and safety and sustainable development. For more information on the activities of these committees, refer to

pages 171–179.

We continued our programme of continuous investor engagement to ensure a consistent message is delivered on strategic objectives and performance, ESG matters as well as managing through the Covid-19 pandemic. Key issues raised in 2021 include:

- The company's views on short-term impacts on demand due to semiconductor chip shortages (impacting auto production)
- The medium-term view of 3E metal demand in light of growing battery electric vehicle market share
- Optionality in the portfolio, especially with the Mogalakwena expansion
- Understanding inflationary cost pressures
- Clarity and reassurance on the capital allocation framework.

Anglo American Platinum again demonstrated leading ESG performance in 2021, with global rankings by leading agencies confirming our strong management of environmental, social and governance issues. These are summarised as follows:

- ISS: Anglo American Platinum was ranked as Prime, indicating it meets the demanding ESG requirements stipulated by ISS for sustainability performance in the sector.
- Sustainalytics noted an overall improvement due to the company's strong management of ESG risks.
- FTSE Russell: Anglo American Platinum was again ranked as the ESG leader among the top five subsector peers at December 2020. It received the highest overall ESG rating of 4.5, the highest environmental score (3.9), the highest social score (4.7) and highest governance score (5.0). Anglo American Platinum has remained a constituent of the FTSE/JSE Responsible Investment Top 30 Index.

- Post-year end, Anglo American Platinum maintained its inclusion in the Bloomberg Gender-Equality Index for 2021, reflecting our progress on creating gender equality in the workplace.
- The company has implemented Anglo American's sustainability codes, associated technical frameworks and guidelines to address social and environmental risks inherent in the mining sector. These policies and measures are considered to be industry-leading and comprehensively address almost all material issues in the company.

Strategy, performance and reporting

Strategy and performance

Principle 4: The board appreciates that the company's core purpose, risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value-creation process

The board-approved strategy (illustrated below) was a result of adapting strategy-setting to a more dynamic and agile process in 2020. It allowed us to proactively adapt to changes in the local and global environments in which we operate, focusing on balancing competing needs to effectively manage urgent work in response to Covid-19, the ACP rebuild, social unrest and safety with important work that shapes the future of the business. This process identifies the most-pressing strategic issues, with regular engagement between PMC and the board in formulating a response and increasing the impact of execution.

The board and management have embarked on delivery of these strategic priorities. They recognise that our culture is what drives people and is at the core of our success in delivering our strategy. Culture in Action defines our intentional journey towards our desired culture, which is to become a purpose-led, values-driven, high-performing team.

Our revised process of developing strategy includes formulating our board strategy agenda that informs board engagement throughout the year, in addition to our dedicated board strategy session in October 2021.



Engagements focused on the following topics in the context of South Africa's socio-economic outlook, evolution of the hydrogen economy, and commodity market evolution:

- Opportunities from strategy value processing
- Portfolio choices
- Market and product development investments
- Our role in local beneficiation
- Development and deployment of technology.

Strategy development process



For more information on our strategy, see pages 14–18 of our ESG report and 14–18 of our IAR.

Reporting

Principle 5: The board ensures that reports issued by the company enable stakeholders to make informed assessments of Anglo American Platinum's performance and its short, medium and long-term prospects

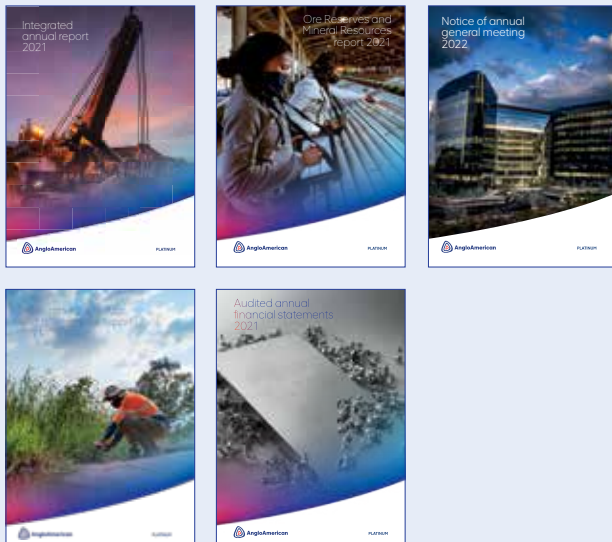


In developing our integrated reporting, we are guided by the framework of the new Value Reporting Foundation (which incorporates the International Integrated Reporting Council – page 4). In the integrated report, we strive to report on linkages and interdependencies between factors that enable the company to create value. It includes details on our business model and strategy; how we respond to our external environment; risks and

opportunities; how we identify and respond to the legitimate needs and interests of key stakeholders; activities and performance; as well as the outlook in the medium to long term.

The content of our suite of reports is based on a materiality assessment. This includes a review of topics raised internally, issues raised by JSE-listed metals and mining sector companies, scan of media articles and targeted external stakeholder interviews to determine the material issues categories.

The audit and risk committee is responsible for the integrated report and recommending approval of the annual financial statements.



In 2021, our reports were prepared in accordance with:

- The International Integrated Reporting <IR> Framework (now part of Value Reporting Foundation)
- Companies Act 2008, as amended
- JSE Limited Listing Requirements
- King IV Report on Corporate Governance
- International Financial Reporting Standards
- SAICA Financial Reporting Guides
- Financial Reporting Pronouncements issued by the Financial Reporting Standards Council
- GRI Standards
- SAMREC Code guidelines and definitions (2016).

Primary role and responsibilities of the board

Principle 6: The board serves as a focal point and custodian of corporate governance in the company

The board typically has five meetings a year, with special meetings and updates throughout the year as required. Each board meeting follows a workplan specifically tailored to ensure the board discharges its duties in terms of the Companies Act, JSE Listings Requirements and King IV.

Strategy forms part of each quarterly board meeting in line with our 'always-on' approach as a means of influencing and monitoring strategic direction and our approach to risk management. A normal meeting comprises reports on current operating and financial performance; strategic progress; safety, health and environment; sales and marketing environment; community engagement; employee engagement; and governance updates.

		Strategic priorities			
					
Meeting attendance	Our approach to decision-making <ul style="list-style-type: none"> Anglo American Platinum has a detailed authority manual. The objective is to delegate transactional and contractual authority from the board to designated staff members at various levels. This provides effective and practical directives and guidelines for minimising or eliminating the company's possible exposure to risk. It also ensures staff members fully understand demarcated authorisation limits and strictly adhere to these. The governance committee provides oversight to this document and recommends its approval to the board annually. 				
Key board discussions					
Board succession	<ul style="list-style-type: none"> Appointment of Nolitha Fakude and Anik Michaud, replacing Tony O'Neill and Stephen Pearce as controlling shareholder-nominated directors on the board Obtained feedback on the board-effectiveness assessment and culture diagnostic assignment. 		●	●	
WIP Inventory	<ul style="list-style-type: none"> Monitored work-in-progress inventory-reduction plans arising from inventory increases after the temporary shutdown of the Anglo converter plant (ACP) in 2020. 			●	●
Covid-19	<ul style="list-style-type: none"> Received updates on management's response plan to Covid-19 and its impact on the business, including the roll-out of vaccination plans Approved R400 million to extend WeCare programme in a way that considers recent social unrest and the significant impact of Covid-19 on employees and supporting companies directly impacted, with a focus on small and medium enterprises. 	●		●	
Corporate transactions	<ul style="list-style-type: none"> Received updates on corporate transactions aimed at continued value creation in our assets. The board approved the sale of its 100% interest in Bokoni Platinum Mines. 			●	●
Budget and business plan approval	<ul style="list-style-type: none"> Approved 2022 and five-year business plan, considering macro-economic assumptions and commodity prices Approved capital allocations and projects, notably the Mototolo/Der Brochen life-extension project. 	●	●	●	●
Strategic review	<ul style="list-style-type: none"> Strategy engagement session to consider the strategic context in terms of macro-economic and commodity outlook, PGM supply Monitored strategy delivery and considered strategy development Received regular reports on the marketing environment, long-term outlook as well as marketing and market and product development activities. 	●	●	●	●

		Strategic priorities			
					
Key board discussions continued					
Risk review	<ul style="list-style-type: none"> Held a board risk workshop, noting the materiality process integration and considered the executive risk landscape and key operational risks Agreed the risk appetite and tolerance levels. 	●	●	●	●
Asset integrity and infrastructure review	<ul style="list-style-type: none"> Reviewed the asset integrity and reliability strategy as a key enabler to ensure safe, predictable and sustainable operations. 			●	
Supplier contract approvals	<ul style="list-style-type: none"> Approved material contracts having significant commercial, strategic value or technical innovation as required. 	●	●	●	●
Annual financial statements, interim statements and integrated annual report	<ul style="list-style-type: none"> Ensured appropriate financial procedures are in place and operating Assessed key accounting matters and disclosures impacting the financial statements and integrated annual report Approved dividend declarations in line with dividend policy and considered payout ratio and special dividend payouts. 	●	●	●	●
Assessed solvency liquidity	<ul style="list-style-type: none"> Considered the solvency and liquidity test for the purposes of approving a dividend and issuing financial assistance to interrelated companies Resolved that the company is both solvent and liquid. 				●
Operational and financial performance	<ul style="list-style-type: none"> Received regular updates on key performance areas of SHE, financial performance, production, sales and marketing, culture and organisational effectiveness, human resources and social performance. 	●	●	●	●
Investor feedback	<ul style="list-style-type: none"> Received reports on investor sentiment and areas of concerns arising from investor roadshows. 	●	●	●	●
Committee feedback	<ul style="list-style-type: none"> Received feedback on the decisions and activities of each committee on the salient matters as they apply to their remits. 	●	●	●	●
ESG-related matters	<ul style="list-style-type: none"> Received feedback on the outcome on key environmental and social studies in relation to investigating sources, impacts and solutions to nitrates, generally in Limpopo province and surrounding the Mogalakwena operation Received updates on voluntary resettlement progress and addressing legacy issues. 	●			

Focus areas for 2022



Board charter and committee terms of reference

The board serves as the focal point and custodian of corporate governance in the company. Its scope of authority, responsibility, composition and functioning are set out in a formal charter, which is reviewed annually. The chairman, together with the company secretary, develops and applies a work plan to ensure it attends to all its responsibilities. The charter sets out the roles of the chairman and chief executive to ensure a balance of power and authority, and preclude any one director from exercising unfettered powers of decision-making. The board is satisfied that it has fulfilled its responsibilities in line with its charter.

Access to information, management and professional advice

All directors have unrestricted access to executive management and company information. They are entitled to seek independent professional advice on the affairs of Anglo American Platinum at the company's expense, if they believe that course of action would be in the best interests of the company.

Composition of the board

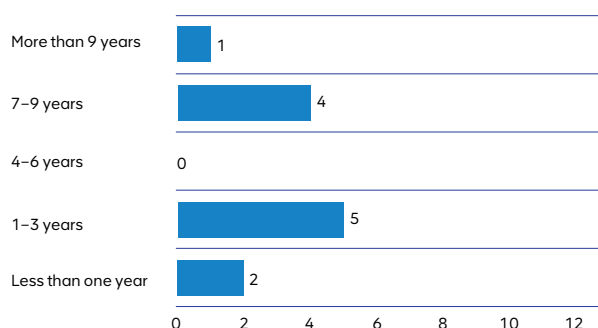
Principle 7: The board comprises the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively

Tenure and experience

All directors are subject by shareholders to retirement by rotation. One-third of directors must retire by rotation from office every three years at the annual general meeting. New directors hold office only until the next annual general meeting at which they must retire. Directors who have served for more than nine years must retire annually. All retiring directors are eligible for re-election.

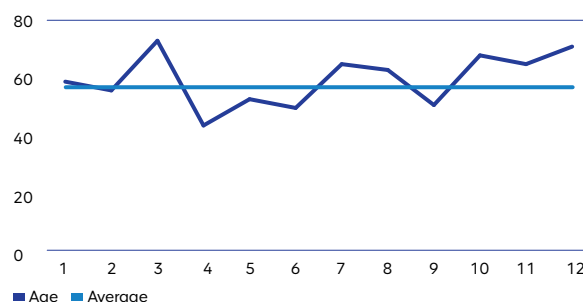
During the year, Stephen Pearce and Tony O'Neill resigned as non-executive directors and Nolitha Fakude and Anik Michaud were appointed in their stead. The current average board tenure is five years.

Board tenure (Years)

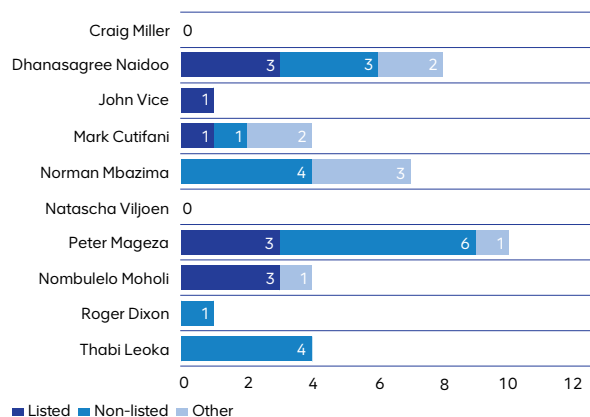


There is no specific retirement age for directors. Overall board succession is assessed on the long-term and orderly rotation of directors to maintain an appropriate balance of knowledge, skills, experience, diversity and independence in the boardroom. The average age of the board is 58 years.

Board (Age)



External directorships



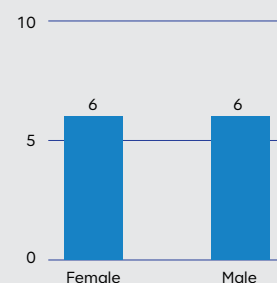
Diversity

The board believes having diverse members brings competing perspectives and enhances decision-making. Female representation on the board is 50%, up from 33% in the prior year. During the year, two female directors were appointed, exceeding our gender and race diversity target. HDP representation on the board is 58%.

Race



Gender



* HDP includes white female representation and previously disadvantaged persons.

Independence

The board has an even mix of independent and non-independent directors. Norman Mbazima is the chairman of the board and was not considered independent in the 2021 reporting period because he served as deputy chairman of Anglo American South Africa until 2019. Applying guidance from King IV, he will be considered independent from 2022. Peter Mageza is the appointed lead independent director. Directors serving more than nine years are subject to an annual independence assessment.

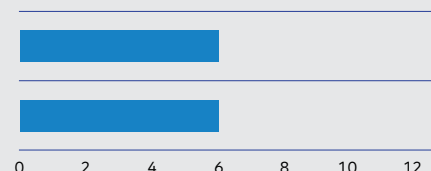
Independence is an important factor given our major shareholder and its representation on the board, but it is not the only factor considered for the board to be effective and efficient.

The board applies a holistic perspective to independence, considering total skills, experience, age and diversity required in terms of the board succession blueprint that supports its effective functioning. Determining independence is a subjective test, based on prevailing circumstances of the independence of the member in question, conflicts of interest (perceived or actual) and other relevant considerations.

Independence

Non-independent

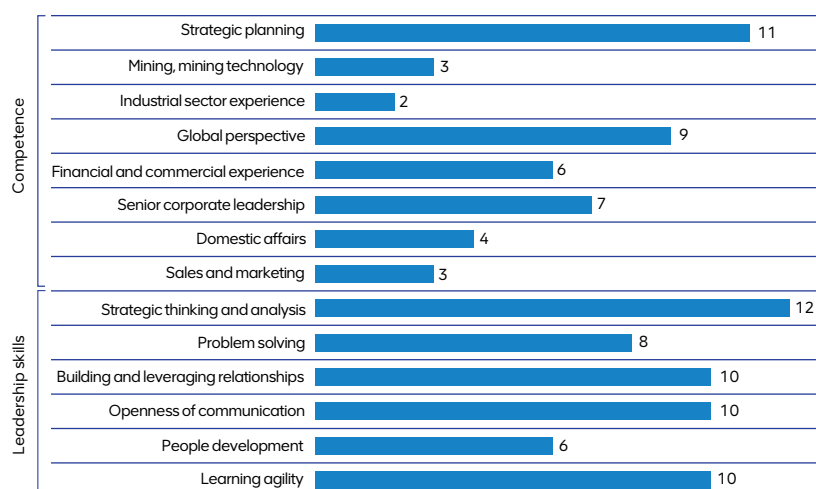
Independent



Skills profile

Anglo American Platinum is a diverse company, with impact demands from areas such as industrial processes, markets, products and applications. We have made significant progress in attracting critical future skills in line with our succession blueprint. We developed our succession blueprint in 2018 when the board identified future critical competencies in support of the company's strategic priorities. In 2020, skills were diversified by appointing Thabi Leoka and Roger Dixon to boost the board's economic global perspective and technical mining technology knowledge. In the current year, the board appointed Nolitha Fakude and Anik Michaud, enhancing the board's global perspective, domestic affairs and sales and marketing insights.

Skills profile



Further focus areas downstream include skills in the mining and technology, sales and marketing and industrial sector domains.

Skills legend for graph above

Leadership skills

Strategic thinking and analysis – Can analyse critical factors and variables that will influence the long-term success of the business

Problem-solving – Ability to solve problems by identifying and defining the problem, generating alternative solutions, evaluating and selecting the best alternative, and implementing this solution

Building and leveraging relationships – Cultivate and maintain meaningful relationships

Openness of communication – Can communicate effectively and includes a willingness to listen openly and react honestly to the messages of others

People development – Focused on the development of people, has an understanding of their needs, behaviour patterns, values, careers and skills required for the business to achieve success through people

Learning agility – Ability and willingness to learn from all kinds of experience and use those lessons to perform effectively in new and different situations

Competence

Strategic planning – Recognised expert in strategic planning, acting as a lead adviser in significant, high-profile deals involving international public companies

Mining, mining technology – Senior adviser on emerging mining industry technologies (eg opencast, harsh environments, oil sands) including expertise in tomorrow's mine

Industrial sector experience – Extensive senior experience in the industrial sector; a specialist with deep grasp of the value drivers and operational challenges facing industrials

Global perspective – Bulk of career working in international locations outside country of origin and has developed extensive global network across multiple sectors

Financial and commercial experience – Financial or commercial director of one or more listed companies, with an excellent network of contacts in financial services institutions

Senior corporate leadership experience – CEO of very large multinational company with multiple divisions

Domestic affairs – Senior role as an elected official or appointed as a minister in the national government. Has led representation of national interests in a global context

Sales and marketing in mining/mining product context – Extensive experience in a large (around US\$5 billion) organisation for major part of career, heading up sales and marketing, or at least heading the sales and marketing of a division of a global company for five years or more. Seen as expert in the field, may have contributed to publications/conferences

Board training and performance

Ongoing training and development are important contributors to an effective board. The first two hours of quarterly board meetings are dedicated to training in areas pertinent to the company, industry or society at large.

Appointment and succession

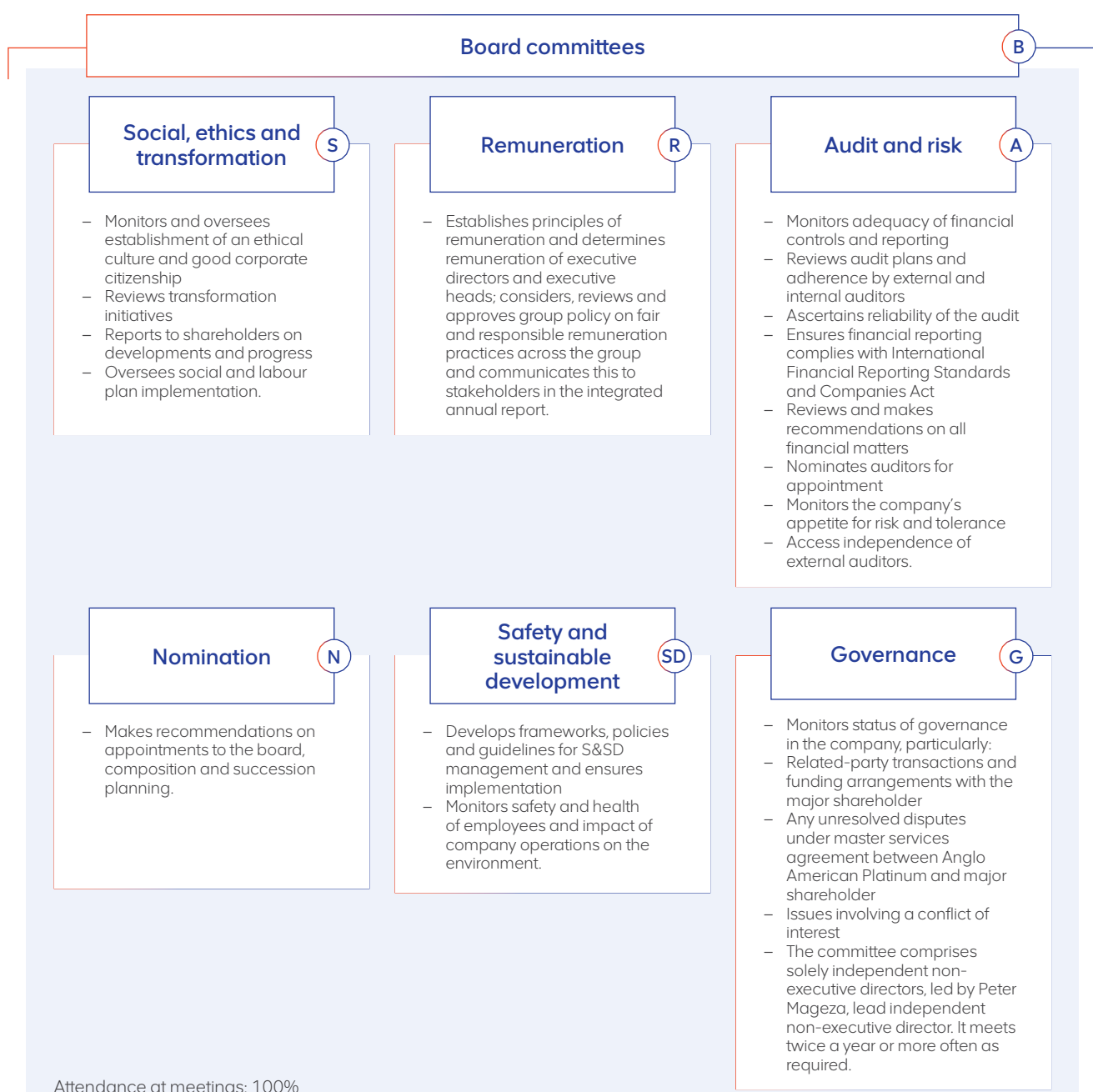
The board follows a formal and transparent process in appointing new directors. Any appointments are considered by the full board, on the recommendations of the nomination committee. This committee evaluates the skills, knowledge and experience required to implement group strategy, which are assessed against defined competencies in the skills matrix to address any gaps, together with race and gender-diversity targets.

Committees of the board

Principle 8: The board ensures that its arrangements for delegation within its own structures promote independent judgement and assist with the balance of power and effective discharge of duties

The board has a unitary board structure and has formed committees to assist in discharging its duties. The roles and responsibilities of these committees are formally defined to determine how authority is exercised and decisions are taken. Each committee has terms of reference delegating specific responsibilities and authority on behalf of the board. The chairs of these committees report on their activities at each quarterly board meeting. All terms of reference are reviewed annually. The committees are interrelated and provide feedback to each other on salient matters as these apply to their remits.

 The activities of the committees are reported separately on pages 139–183.



Evaluating the performance of the board

Principle 9: The board ensures that the evaluation of its own performance and that of its committees, its chair and its individual members supports continued improvement in its performance and effectiveness

Board effectiveness

We believe candid, robust discussion on its performance is essential to the board being able to provide oversight and counsel to management in support of its achievement of strategic priorities. A board-effectiveness review was conducted in March 2021.

Specific focus areas included:

- Assessment of board culture
- Effectiveness of board organisation and processes
- Guidance on the chairman and CEO relationship.

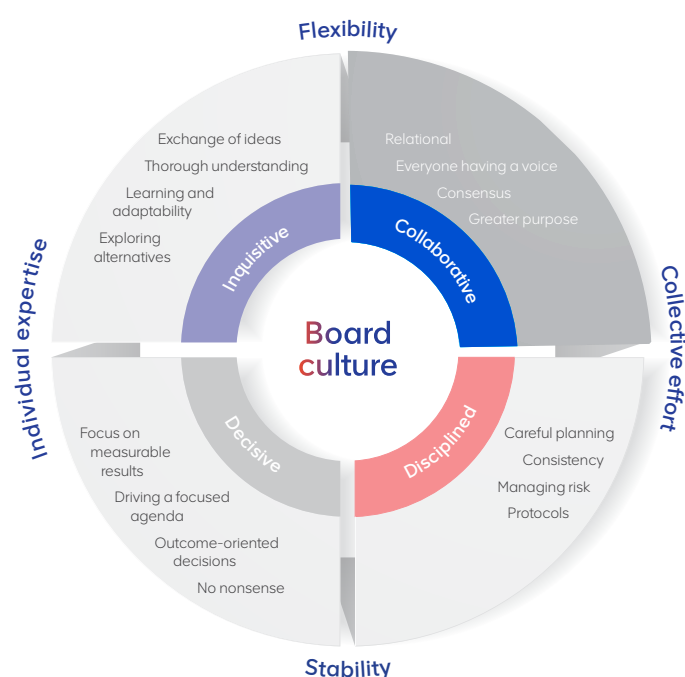
This was done via board-effectiveness questionnaires and a culture diagnostic survey, followed by individual director interviews. In addition, we used extensive benchmarking to review the board's structure, size, operations and composition against domestic and international comparator companies in the mining and extractive industry.

The assessment concluded that the board was effective in leading the current business, with opportunities to shift to a more future-focused approach. Key strengths identified were the board's relationship with the CEO and management, board culture and leadership, the role of the board and committees were clear and worked effectively. Areas still considered effective but which remained key focus areas to maximise impact, were board and management succession, alignment on KPIs individual development plans for directors and ensuring the board's skills profile remains relevant. This is guided by our board-succession blueprint that has identified our future critical competencies in support of the company's strategic priorities.

Board culture

The board assessed and mapped its culture to better understand its underlying value which influences the style of discussion, quality of engagement and trust among directors as well as how it makes decisions.

The board's current culture is defined as collaborative, relational and aligned to a greater purpose, while focusing on measurable results and outcome-orientated decisions.



A culture diagnostic was conducted for both the board and platinum management committee (PMC) of Anglo American Platinum in late 2021 by an external leadership advisory firm. The outcomes indicated the board and PMC cultures are well aligned and provide a basis for healthy board and management dynamics.

Both the board and PMC cultures balance longer-term sustainability and collaboration with a focus on results and making effective decisions. The similarities and subtle, yet complementary, differences between the PMC and board cultures allow for effective engagement between executive and non-executive leadership.

Mapping leadership culture

In summary, the ranking of eight cultural styles is mapped into the underlying horizontal and vertical dimensions related to people and change to highlight key themes and allow for visual comparisons.



Appointment and delegation of management

Principle 10: The board ensures that the appointment of, and delegation to, management contributes to role clarity and the effective exercise of authority and responsibilities

CEO appointment and role

Responsibilities of the CEO	Performance measures	Governance
<p>The responsibilities of CEO Natascha Viljoen are clearly defined in the board charter:</p> <ul style="list-style-type: none"> – Running the operations of the company to ensure these are efficient and effective, in line with the strategic decisions of the board – Developing and recommending the strategy and purpose of the company – Annual business plans and budgets that support the company's long-term view – Achieving performance goals, objectives and targets – Maintaining an effective management team and structures – Ensuring effective internal organisation and governance measures are deployed. 	<p>The board has evaluated her performance against the agreed performance measures: key performance indicators are listed on page 159.</p>	<p>The CEO is not a member of the remuneration, audit or nomination committees, but is invited to those meetings to contribute pertinent insights and information.</p> <p>The board has a policy on external directorships where members of the PMC, including the CEO, are allowed to take up one external directorship with the approval of the remuneration committee.</p>

Leadership and governance continued

Delegation of authority

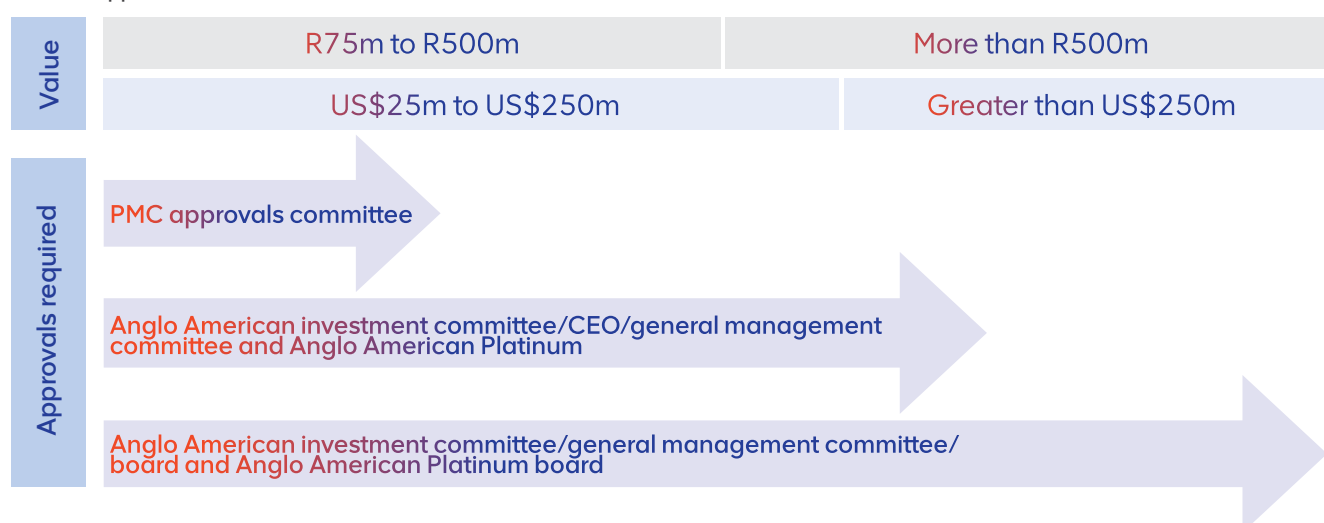
The board delegates contractual and transactional authority to key committees/management to execute day-to-day transactions of the company.

A RAIDE matrix forms the basis of delegation by defining each person's involvement in the approval process

Recommend	Primarily responsible for making a proposal
Agree/support	Fulfilling legal or similar duties and sign-off
Input	Consulted on the decision
Decide	Decide
Execute	Execute

The RAIDE matrix and associated approvals in the policy are based on the core principle that formal and final decisions (the D in RAIDE) on any transaction that is committing and legally binding for Anglo American Platinum will always rest with the company's board, PMC, senior management and employees granted specific authority in terms of our delegation. Certain transactions require the support or agreement of the Anglo American plc board (or a duly authorised committee), as the majority shareholder.

General approval levels for the board and PMC



Company secretary

Elizna Viljoen is the appointed company secretary. She provides professional and independent guidance on corporate governance and legal duties. In compliance with paragraph 3.84(h) of the JSE Listings Requirements, the nomination committee annually evaluates the company secretary on behalf of the board. The results of this evaluation confirmed that the company secretary demonstrates the requisite level of knowledge and experience to execute her duties. The board is also comfortable that she maintains an arm's-length relationship with individual directors and confirms that she is neither a director nor public officer of the company or any of its subsidiaries.

Governance function areas

Risk governance

Principle 11: The board governs risk in a way that supports the company in setting and achieving its strategic objectives

Our ability to create shared value and sustain it over the short, medium and long term is central to how the business is managed. Our well-established materiality assessment and prioritisation process aims to ensure that pertinent societal, environmental and economic issues which constitute risks and opportunities for value creation are identified and discussed. Our strategic objectives are affected by matters that substantively influence our ability to create shared value over the short, medium and long term.

An annual board workshop considers the risk process, our top risks against external views on risks facing the business, risk appetite and tolerance status for the top risks, which remain:

- Global health pandemic
- Impact of communities and wider society on our social licence to operate
- Employee safety
- Macro-economic uncertainty creating price and exchange-rate volatility
- Prolonged disruption in downstream production and dependency on single converter at ACP
- Infrastructure power supply
- Socio-economic/political instability or unrest
- Future demand and supply of PGMs
- Information security
- Failure to deliver the full potential of operating assets.

Opportunities identified demonstrate the value that our initiatives and strategies could yield to the growth of our company through:

- Digitally transforming mining by adopting technologies
- Implementing new ways of working through digitisation and innovation that promotes organisational effectiveness
- Expansion opportunities at Mogalakwena and Der Brochen
- Diversification of our market
- Investing in initiatives that seek to create new partnerships and launch products.

Information and technology governance

Principle 12: The board governs technology and information in a way that supports the company setting and achieving its strategic objectives

The company has adopted the methodology of the IT Governance Institute and control objectives for information and related technology (COBIT) framework to meet King IV requirements. The board has formally delegated responsibility for governing information and technology to the audit and risk committee, with related activities reported separately on page 141. The committee comprises of entirely independent directors.

Matters relating to IT governance are submitted to the committee biannually covering, inter alia:

- IT-related investments
- Cyber security
- Disaster recovery
- Information security
- Risk management.

The committee assesses the company's approach on identifying and mitigating security risks, known as our threat notification process. This is mainly driven by the appropriate legislation and regulations, together with regional law enforcement agencies, as part of our formally agreed sharing protocols.

While the company has not experienced a security breach in the last three years, we continuously assess ourselves against top information security standards. We have adopted the National Institute of Technology cyber security framework in 2021. Looking ahead, the company is embarking on ISO 27001 certification in key and critical areas.

A formal information security programme is in place and the committee receives reports on the different programmes and their effectiveness.

Compliance governance

Principle 13: The board governs compliance with applicable laws, and adopted non-binding rules, codes and standards in a way that supports the company being ethical and a good corporate citizen

Compliance with the Companies Act, JSE Listings Requirements, legislation for the mining industry and the company's governance policies is monitored and tracked through internal monitoring and reporting systems, reviewed by internal and external audits.

The board, through the governance committee, has approved the following framework to assess to the level of compliance in the company.

Regulatory compliance	Business integrity	Policy governance
<ul style="list-style-type: none"> – Framework – Regulation universe – Monitoring – Reporting – Training. 	<ul style="list-style-type: none"> – Plan – Monitoring – Training – Reporting. 	<ul style="list-style-type: none"> – Policy framework – Policy governance library – Governance documents.

The compliance function is supported by the compliance and ethics committee, which reports to the governance committee annually on its activities and monitoring plan. The compliance and ethics committee was constituted by PMC to assist the board in fulfilling its oversight responsibilities in all areas of compliance and ethics. Formal terms of reference have been approved to ensure the company's policies and approach to compliance and ethics are adequate and effective.

Mandatory business integrity training took place in the last quarter of 2021. The company also focused on:

- Group antitrust (competition law)
- Information security awareness
- Organisational model overview
- Organisation model foundation
- Information security awareness.

Key focus areas during the year:

- Training and awareness programmes
- Tracking and monitoring review of governance documents and policy governance
- Completion of compliance maturity assessment
- Regulatory compliance monitoring.

Remuneration governance

Principle 14: The board ensures the company remunerates fairly, responsibly and transparently to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term



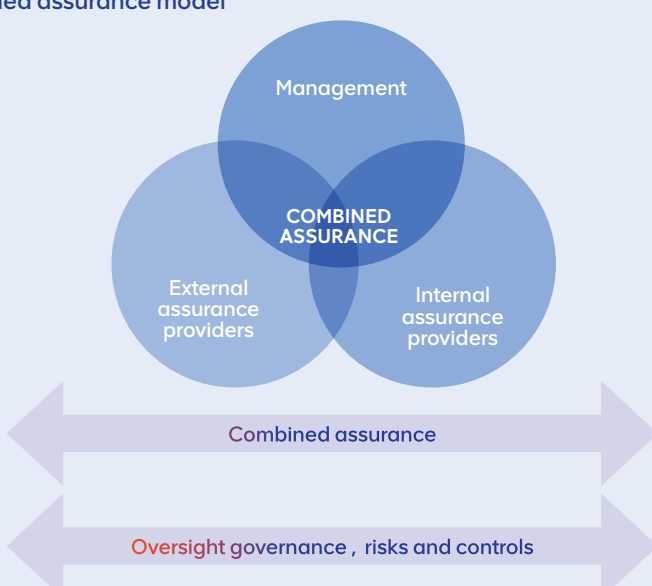
The report detailing our remuneration policy and its implementation appears on pages 144–170.

Leadership and governance continued

Assurance

Principle 15: The board ensures that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision-making and of the company's external reports

Assurance activities are delegated to the audit and risk committee.

Combined assurance	Internal audit
<p>The risk appetite of executive management, the audit and risk committee and board will determine areas of strategic and business focus, which in turn determines the level of assurance considered appropriate for identified business risk and exposures. To plan and coordinate assurance, the company has designed and implemented a combined assurance framework, incorporating a number of assurance services. This framework adequately covers 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. Each assurance activity in this framework links to our value drivers and is determined by risks identified through the integrated risk management process, business processes, controls and mitigating strategies. Each assurance provider has been categorised into different lines of defence in the organisation:</p> <ul style="list-style-type: none"> – Management – line functions that own and manage company risks – Internal assurance providers from specialist functions including safety, health and environmental compliance – Regulatory auditors – Internal audit functions – Independent assurance providers. <p>The combined assurance model</p> 	<p>Internal audit is an independent appraisal function that examines and evaluates the activities and appropriateness of our systems of internal control, risk management and governance. Internal audit services are provided by Anglo American Business Assurance Services. Audit plans are presented in advance to the audit and risk committee, based on an assessment of areas of risk involving an independent review of the group's own risk assessments. The internal audit team attends and presents its findings to the audit and risk committee. The close-out and remediation of overdue weak and significant findings are monitored by the compliance function and reported to the audit and risk committee.</p> <p>For an overview of activities during the year, refer to the audit and risk committee report on page 141.</p> <p>The committee has satisfied itself that internal audit has met its responsibilities, is independent and the company has an effective system of internal control and risk management.</p>

Stakeholders

Principle 16: In the execution of its governance role and responsibilities, the board adopts a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interest of the company over time

The board considers the legitimate interests of stakeholders in its decisions. For an overview of our stakeholder engagement practices, refer to page 108.

Reports on various stakeholder engagement are monitored by committees specified below.

Social, ethics and transformation committee	Safety and sustainable development committee	Board
Community	NGOs	Investors
Government relations	Regulators	Media
Employees		Customers
Unions		Suppliers

Audit and risk committee report



John Vice
Chairman

Purpose and strategy issues



We are pleased to present the audit and risk committee report for the year ended 31 December 2021. This report has been prepared in line with the requirements of the South African Companies Act 2008, as amended (the Act), King code of governance for South Africa (King IV), JSE Listings Requirements and other applicable regulatory requirements.

Composition and governance

This is a statutory committee, duly constituted under section 94 of the Act. Its members satisfy the requirements to serve in terms of the Act and King IV, and have the knowledge and experience to carry out their duties. All members are independent non-executive directors. Membership and attendance are set out below:

Members	Committee member since	Board status	Meeting attendance
JM Vice	30 November 2012	Independent non-executive director and chairman	4/4
NP Mageza	1 July 2013	Independent non-executive director	4/4
D Naidoo	1 July 2013	Lead independent non-executive director	4/4

Audit and risk committee report continued

The committee's main objective is to assist the board in discharging its duties. It makes recommendations to the board on safeguarding assets, operating adequate financial and related systems, internal control and reporting processes, and preparing accurate reporting and financial statements in compliance with all applicable legal and regulatory requirements and accounting standards.

John Vice
Chairman


The chairman of the board, chief executive officer, finance director (FD), company secretarial, head: risk and assurance, finance controller, senior manager: financial reporting and external auditors

attend by invitation to provide a coordinated approach to all assurance activities. Other members of management are invited to present matters of specific interest to provide greater insight on areas that may have a financial or risk impact. The internal and external auditors have unrestricted access to the committee, and meet with committee members without management being present.

It executes its duties and responsibilities in line with these terms of reference for the company's accounting, financial reporting practices and finance function, external audit, internal audit and internal control, integrated reporting, risk management as well as information and technology (IT) governance.

The performance of the committee is reviewed as part of the board and committee evaluation process. The outcome of this year's process indicated that the committee has strong leadership and focused on the right agenda items emanating from its terms of reference. The terms of reference are reviewed annually by the board.

Key focus areas in 2021 meetings included:

	February	<ul style="list-style-type: none"> – Review of significant accounting, tax and legal matters – Approval of the financial statements and integrated report for the year ended 31 December 2020 and related SENS announcements – Approval of the mineral resource and ore reserve report for the year ended 31 December 2020 – Review the annual assessment of the effectiveness of internal control and risk management – Review of internal audit assurance results – Review of H2 2020 executive risk – Review of the attestation process to support the confirmation by the CEO and FD on the effectiveness of internal financial reporting controls, systems and processes – Consideration of FD and finance function effectiveness – Obtain feedback on audit procedures and results of our non-managed joint ventures – Considered and approved the reappointment of external auditors for recommendation to shareholders.
	April	<ul style="list-style-type: none"> – Review and approval of the external audit review scope – Review of the IT governance universe – Receive an update on the marketing governance framework and risk management – Consideration of the insurance markets ahead of Anglo American Platinum's insurance renewal programme – Update on the marketing governance framework and risk management review.
	July	<ul style="list-style-type: none"> – Review of significant accounting, tax and legal matters – Approval of the interim results for the six months ended 30 June 2021 and related SENS announcements – Review of the attestation process to support the confirmation by the CEO and FD on the effectiveness of internal financial reporting controls systems and processes during the half year review period – Review of internal audit assurance results – Review and approval of the external audit plan and fees for the 2021 financial year – Review of assurance audit results on sustainability key performance indicators.
	December	<ul style="list-style-type: none"> – Review of significant accounting matters and audit preparation – Review of the attestation process to support the confirmation by the CEO and FD on the effectiveness of internal financial reporting controls systems and processes – Review and approval of the internal audit 2022 risk and assurance plan – Review updated risk profile, together with unpacking of new risks, subsequent to the board risk workshop – Obtain feedback on audit procedures and results of our non-managed joint ventures – Review of the IT governance universe – Obtain feedback on audit and risk governance of medical schemes and pension funds – Considers the outcome of the insurance renewal programme – Considers the key material issues and agrees the audit scope for the ESG report.

Key audit matter

The committee notes the key audit matter set out in the independent auditor's report (page 5 of annual financial statements), namely:

- Quantities and measurement of metal inventory.

The committee addressed the matter by receiving reports from the chairman of the stocktake verification group, head of metal accounting, confirming the 2021 physical stocktake values to be used in the theoretical stock calculation and to understand whether in situ inventory levels were in line with primary theoretical levels. It further considered and approved the change of inventory valuation estimates following the recent prolonged changes in the price environment (see note 40 of the annual financial statements).



Activities of the committee

During the year, the committee fulfilled the following duties:

Adding value in 2021	2022 and beyond
<p>Annual financial statements (AFS), interim and integrated reporting process The committee is responsible for reviewing all published financial reports and information, including the integrated report, prior to submission and approval by the board.</p> <ul style="list-style-type: none"> – Ensured appropriate financial reporting procedures are established and operating – Reviewed and discussed the AFS and interim report and related disclosures, considered the accounting treatments, significant or unusual transactions, accounting estimates and judgements, confirmed the AFS had been prepared on a going-concern basis and recommended the AFS and interim report to the board for approval – Considered and noted the general proactive monitoring report issued by the JSE in February 2021 as well as the combined findings of the JSE proactive monitoring of financial statements done in 2011 to 2019, and the JSE letters relating to financial reporting and the impact of Covid-19 on financial reporting. The committee is satisfied that all such findings and focus areas are adequately addressed in the annual financial statements – Considered the integrated report and assessed its consistency with operational, financial and other information known to committee members and for consistency with the AFS. The committee is satisfied that the integrated report is materially accurate, complete, reliable and consistent with the AFS. At its meeting on 16 February 2022, it recommended the integrated report for the year ended 31 December 2021 for approval by the board – Approved the Mineral Resource and Reserve report. In its assessment, the committee considered assurance procedures on estimate quality, compliance to reporting requirements and reconciliation of resource and reserve estimates – Considered solvency and liquidity tests as and when required by the Act, to provide financial assistance to subsidiaries and/or proposals to pay interim and final dividends – Reviewed the CEO and FD attestation process to provide assurance on the effectiveness of internal financial controls, systems and processes. 	<ul style="list-style-type: none"> – Ongoing focus on ensuring that the group's financial systems, processes and controls are operating effectively, are consistent with the group's complexity and are responsive to changes in the environment and industry – Monitoring developments on changes in disclosure.
<p>External audit The committee is responsible for the appointment, remuneration and oversight of the external auditors.</p> <ul style="list-style-type: none"> – Ensured that the appointment of the external auditors complied with the South African Companies Act 2008, the JSE Listings Requirements and all other regulatory requirements. Prior to making its nomination, the committee considered all information in terms of the JSE Listings Requirements in assessing the auditor and designated auditor's suitability for appointment, and the approval of its audit fees for the review period. This is aligned to the Independent Regulatory Board for Auditors (IRBA) – Considered and recommended to shareholders the appointment of PricewaterhouseCoopers Inc. for the 2021 financial year – Approved the auditor's annual plan and scope of work, monitored the effectiveness of external auditors for audit quality, expertise and independence – Considered the key audit matter noted in the independent auditor's report – Determined the nature and extent of all non-audit services provided by the external auditor and pre-approved these – Received necessary representations from the auditors confirming their independence. 	<ul style="list-style-type: none"> – Continue support for the external auditors to ensure minimal disruptions to the 2022 interim and year-end audit process.

Audit and risk committee report continued

Adding value in 2021	2022 and beyond
<p>Internal audit and control The committee is responsible for monitoring the effectiveness of internal audit, ensuring that the roles and functions of external audit and internal audit are sufficiently clarified and coordinated to provide an objective overview of the operational effectiveness of the group's systems of internal control and reporting. Internal audit services are currently provided by the Anglo Business Assurance Services (ABAS) department of Anglo Corporate Services South Africa Proprietary Limited.</p> <ul style="list-style-type: none"> – Ensured that internal audit performed an independent assurance function. Monitored the effectiveness of the internal audit function in terms of its assurance scope, plan execution, independence and overall performance of the function and its head – Approved the assurance plan, budget and assurance scope for the ensuing year – Assessed the group's systems of internal control including financial controls, business risk management and maintaining effective internal control systems – Monitored audit findings, risk areas and, where appropriate, challenged management on its actions – Based on the above, concluded there were no material breakdowns in internal control, including financial controls, business risk management and maintaining effective material control systems. 	<ul style="list-style-type: none"> – Expand the data analytics strategy – Enhance the use of the governance, risk and compliance technology system to support the delivery of comprehensive risk and assurance activities – Further enhance the link between risk and assurance by implementing a holistic risk and assurance governance policy model aligned to the updated Institute of Internal Auditors (IIA) three-lines model.
<p>Legal All material legal matters are brought to the committee's attention to evaluate the legal risk or any reputational exposure.</p> <ul style="list-style-type: none"> – Reviewed, with management, legal matters that could have a reputational or material financial impact on the group. 	<ul style="list-style-type: none"> – Monitor developments from changes in legislation and progress of legal activities that may impact the annual financial statements.
<p>IT governance The board has formally delegated responsibility for IT governance to this committee. Anglo American Platinum has adopted the methodology of the IT Governance Institute and the control objectives for information and related technology (COBIT) framework to meet King IV requirements for IT governance. Reports following this framework are submitted to the committee biannually.</p> <ul style="list-style-type: none"> – Received reports of the effective information management control environment to manage programmes and projects – Reviewed IT risks and control environment – Received management reports on results of disaster-recovery tests and security management – Considered the impact of cybercrime and reviewed information security capability in the organisation – Reviewed reports on the effectiveness of IT risk management as part of group risk management – Reviewed digital transformation initiatives aligned to the group's strategic priorities. 	<ul style="list-style-type: none"> – Review internal control environment for information management – Review multiyear strategic projects, benefit realisation and assessment of obsolete technology.
<p>Marketing The committee receives updates and approves the marketing division's mandate on the sale, purchase and trading of metals to ensure appropriate risk management processes are in place.</p> <ul style="list-style-type: none"> – Received an update on the risk management activities and improvements to the marketing governance framework. 	<ul style="list-style-type: none"> – Continue to monitor trading performance within value-at-risk limits.

Adding value in 2021	2022 and beyond
<p>Risk management The board has delegated the function of risk management to this committee, which regularly reviews significant risks and mitigating strategies. It reports to the board on material changes in the group's risk profile and an annual board risk workshop is held. The risk management process is facilitated by ABAS, but overall accountability and responsibility for risk management rests with the Anglo American Platinum board, platinum management committee and other officers.</p> <ul style="list-style-type: none"> – Held a board workshop to review and consider principal, material and emerging risks facing the company – The impact of Covid-19 and socio-economic political instability were considered on existing risks as well as new risks raised by the pandemic which were included in the executive risk report – In addition to the risks currently considered, opportunities were also considered and presented to the board. 	<ul style="list-style-type: none"> – Continued enhancements to risk reporting to align risk management to strategy – Further automation of aspects in the risk-reporting process is being explored.
<p>Sustainability The committee is responsible for reviewing the material issues reported to shareholders and other stakeholders, and considers the scope and conclusion of independent assurance providers for those reports.</p> <ul style="list-style-type: none"> – Considered IBIS assurance scope and schedule of key material issues for the 2021 integrated report – Received necessary assurances through this process that material disclosures are reliable and do not conflict with financial information. 	<ul style="list-style-type: none"> – Consider the identification of material issues – Determine audit scope for material issues.
<p>Combined assurance The committee oversees that a combined assurance model is applied to provide a coordinated approach to all assurance activities.</p> <ul style="list-style-type: none"> – Reviewed the combined assurance framework that categorises each provider of assurance into different lines of assurance in the organisation: management, internal and external assurance providers – Reviewed the level of assurance provided by the combined assurance framework and concluded this was appropriate for identified business risks and exposures – Reviewed plans and work outputs of external and internal auditors and concluded these were adequate to address all significant financial risks facing the business. 	<ul style="list-style-type: none"> – Continued alignment of internal and external assurance providers to ensure the combined assurance framework is effective.

Finance director and finance function

The committee has reviewed an internal assessment of the skills, expertise and experience of Craig Miller, the finance director, and is satisfied he has the appropriate expertise and experience to meet his responsibilities. The evaluation also considered the appropriateness of the expertise, continuous improvement and adequacy of resources of the finance function.

Conclusion

The audit and risk committee is satisfied it has considered and discharged its responsibilities in line with its terms of reference in the review period.



John Vice
Chairman

Johannesburg
17 February 2022

Remuneration report



Nombulelo Moholi
Chairperson



This year we have evaluated the impression, style and overall image of our remuneration report and have enhanced our disclosure standard.

Dear shareholders

I am pleased to present the Anglo American Platinum remuneration report for the year ended 31 December 2021. This report embodies and embraces the guiding principles of good remuneration governance aligned to King IV and complies with the prescribed reporting requirements in accordance with the Companies Act.

This year we have evaluated the impression, style and overall image of our remuneration report and have enhanced our disclosure standard. We intend through an enhanced reporting standard to show the link between what we do and how this supports our strategic direction and how we believe our remuneration policy and practice ensures successful application of our reward strategy.

Our remuneration report is presented in three parts:



Part 1: Background statement

Remuneration and performance impacts in 2021

The 2021 year brought with it a fresh outlook on our ambition to be the most-valued mining company in the world. Moving away from the plethora of challenges faced last year, the 2021 financial year has been embraced with vigour and renewed energy. Our PMC has shown strong leadership over the last financial year and has established an effective working relationship with the committee to ensure that the company's remuneration processes, policies and strategy align to good governance requirements.

Our platinum group metals (PGMs) production was up by 13% to 4.3 million ounces with solid production performance from all own-managed operations, despite operating under Covid-19 conditions (2020: 3.8 million ounces). We have had a record refined production performance up by 89%, refining over 5.1 million PGM ounces from own-production material. This was driven by a stable ACP performance and a consistent performance across all processing assets (2020: 2.7 million ounces). For the 2021 financial year, we delivered record earnings before interest, tax, depreciation and amortisation (EBITDA) of R108 billion, a 161% increase; an improvement in return on capital employed (ROCE) to 183%; and a net cash position of R49 billion as a result of our continuous strong balance sheet management. On the back of these strong results, and in line with our disciplined capital allocation framework, the board has declared a second half dividend of R33 billion, or R125/share.

We have renewed our focus on gender-based violence, harassment and discrimination with zero tolerance for any harm to any one of our employees. We will continue the focus on ensuring that any reports are dealt with appropriately in line with our values of care and respect and ensuring the safety of all our employees.

We have made real strides towards a zero-harm workplace, with a number of our sites achieving significant safety milestones and thus proving that zero harm is possible. This is a key strategic initiative and strongly weighted performance area, and we are pleased that there has been no recorded fatality at any of our managed operations.

In 2021, the zero-waste-to-landfill initiative has also shown considerable progress through our reuse and recycling programmes for managing our hazardous and non-hazardous waste to landfill. As part of our intent to be a leader in ESG, this project was ranked third overall at the annual Eco-Logic awards, in the recycling and circular economy category. We are also pleased with the significant progress in building our own hydrogen truck and plans to implement solar technology at Mogalakwena, in line with our aims of carbon neutrality by 2040 and fulfilling our ESG commitments.

This is the third year of our new Team+ approach. We have seen a notable shift in the way we collaborate to drive performance, technology, innovation and intelligent risk. Through Team+, there has been significant focus on optimising team-member contribution in a way that promotes active collaboration and collective responsibility in delivering against FY21 shared targets and commitments. This has been enhanced by our new corporate office workspace design, which promotes cross-functional collaboration. It has also streamlined the way work is aligned to business outcomes and how feedback is given to teams and individuals, in turn supporting leadership and team effectiveness.

As a committee, we remain abreast of local and international remuneration trends and governance requirements. This enables us to stay agile and responsive to the changing business landscape and to support the business strategy, aspirations and shareholder value.

Our commitment to fair and responsible remuneration practice remains a focal point for the committee through regular analysis on income differentials and pay equity outliers. The committee is satisfied that no unfair or unjustified inequalities are prevalent and that pay differentiation falls well within justifiable factors.

Remuneration report continued

Part 1: Background statement continued

Committee at a glance

Remuneration committee composition

Nombulelo Moholi (chairperson)	Norman Mbazima*	Daisy Naidoo	Thabi Leoka	Nolitha Fakude
Profile on page 122	Profile on page 123	Profile on page 122	Profile on page 122	Profile on page 123
Independent non-executive director	Chairman of the board and non-executive director	Independent non-executive director	Independent non-executive director	Independent non-executive director



Meetings and attendance

Attended: 5/5	Attended: 5/5	Attended: 5/5	Attended: 5/5	Attended: 1/5
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* Mr Mbazima stepped down at the October 2021 meeting. N Fakude was appointed to the committee on 21 October 2021 and attended the last meeting for the year, held on 6 December 2021.

Attendance by invitation: chief executive officer (CEO), global head of reward from Anglo American plc, executive head: human resources, senior manager: remuneration and benefits, finance director and representative independent reward advisor (Bowmans).

Remuneration discussions – adding value in 2021

We have ensured that, as a committee, we effectively executed the necessary requirements for 2021. We addressed the following during the year, over and above the regular workplan discussions:

- Ensured that the peer group used to benchmark the long-term incentive plan total shareholder return (LTIP TSR) weighting remains relevant and appropriate
- Reviewed and benchmarked a new methodology of calculating the LTIP TSR metric by adopting an equally weighted calculation from the previous market cap-weighted calculation which has been approved by the committee. This addresses issues around a small industry peer group with lower market caps as compared to our current market cap
- Ensured that all incentive scheme performance conditions contain ESG measures as part of AAP's commitment to become a leader in ESG
- Benchmarked senior management long-term incentives to ensure market alignment and that these incentives remain competitive, both in quantum and delivery to retain key and critical individuals
- Approved retention payments for high flight-risk employees and ensured that proposals remained in line with policy and that retention payments carried return on investment for the company
- Approved the committee's terms of reference for ratification by the board
- The committee approved changes to its current work plan to ensure that necessary approvals can be resolved specific to providing a mandate for wages and ESOP, as well as aligning salary increase approvals with the group processes thereon
- Assessed and approved a remuneration advisor to the board for 2022.

Annual workplan and discussions

Topics discussed

- Bonus payments
- Bonus share plan (BSP) nominations
- Approve the vesting percentage and performance conditions for LTIP awards
- Annual remuneration report
- Salary increases to employees
- Pay-gap measures
- Race and gender parity (income differential)
- Business unit, CEO and finance director (FD) key result areas (KRAs) for the financial year
- Non-executive director (NED) remuneration trend update
- Executive remuneration and NED fee benchmark
- Segmental CPI update
- Executive remuneration trends update.

Governance controls and protocols

No executive director or prescribed officer was involved in deciding their own remuneration. In 2021, the committee received advice from Anglo American plc's human resource department and Bowmans, and the committee was comfortable that Bowmans provided objective and independent advice. The company's auditors, PwC, have not provided advice to the committee. Bowmans will continue as the remuneration committee advisor until 31 October 2022.

Remuneration in 2021 in relation to shareholders' interests

The table and graphs below reflect the total spend on employee remuneration and benefits in 2021 and 2020, compared to headline earnings and dividends payable in those years.

Distribution statement		2021	2020
Headline earnings	Rm	79,026	30,346
	% change	160%	
Dividends paid	Rm	55,718	13,779
	% change	304%	
Dividends payable for the year (total) ¹	Rm	79,558	12,099
	% change	557%	

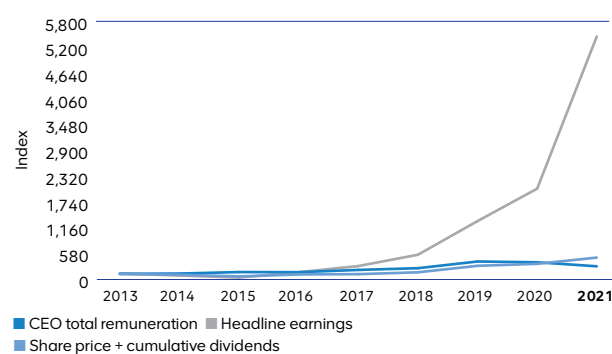
Total spend on employee remuneration, communities and governments		2021	2020
Payroll costs for all employees	Rm	15,621	13,926
	% change	12%	
Employee numbers	Headcount	25,538	25,796
	% change	(1%)	
Community engagement development spend ²	Rm	906	403
	% change	125%	
Taxation paid	Rm	27,902	7,941
	% change	251%	
Royalties paid	Rm	6,658	2,710
	% change	146%	

¹ The board has declared a H2 2021 dividend of R125.00 per share, bringing the total dividends declared for 2021 to R300.00 per share, which is equivalent to total 2021 dividends declared of R80 billion.

² CSI spend recorded centrally in corporate office. This includes all CSI and SLP spend.

The company performance on headline earnings has grown exponentially in relation to the total remuneration for the CEO over the period reflected. Dividends and the company's share price have also started to show exponential growth.

Company performance and CEO variable pay
(Indexed: 2013 = 100)



Remuneration report continued

Part 1: Background statement continued

Focus areas for 2022

The committee will have several focus areas for deliberation in 2022, including:

- The calculation methodology for the TSR performance condition of the long-term incentive scheme to ensure that it is appropriate, relevant and that the correct index comparison to a limited peer group and reflects true total shareholder return
- Review and approve all share-based policies and control documentation
- Review and approve amendments to director and prescribed officer remuneration
- Review and approve all strategic initiatives to ensure that they align to the aspirations of Anglo American and optimise stakeholder value creation
- Continuous assessment of the wage gap and gender pay gap and crafting a remedial plan to address inequalities
- Monitor the potential governance requirements aligned to the final promulgation of the draft Companies Act Bill to ensure governance requirements thereon are implemented and understood by the board
- Workforce of the future and how remuneration should be structured to shape the strategic intent thereof
- Advise on and endorse the salient features of the proposed employee share option plan proposal to be implemented in 2022
- Advise management on the wage mandate for negotiations with unions in 2022 and endorse the proposed mandate.

Shareholder engagement

The 2021 remuneration policy and the implementation report will be presented for separate non-binding votes at the annual general meeting on 12 May 2022. These resolutions are set out in the 2022 notice of the annual general meeting. The previous voting results on remuneration matters are set out below:

	2020 %	2019 %
On non-binding advisory vote on our remuneration policy	98.81	99.62
On non-binding advisory vote on our implementation report	90.68	99.70

We believe that the voting outcome over the past two years reflects recognition of our ongoing commitment to engage with our shareholders and act on concerns where necessary. If the remuneration policy or implementation report are voted against by shareholders exercising 25% or more of the voting rights, dissenting shareholders will be invited to engage with the company. The manner and timing of such engagement will be provided, if necessary.

Fair remuneration and living wage

We are committed to fair and sustainable remuneration practices. We remunerate in accordance with our ethical policies, and uphold human and worker rights, and inclusion and diversity. Race and gender are not determinants of individual pay levels. Every year we

conduct a review of our remuneration practices to determine if our people are paid fairly, and make out of cycle adjustments where required.

We monitor the wage gap between our highest and lowest paid employees in relation to South Africa's Gini coefficient* and also use the Palma ratio** to monitor pay differentials. Our wage gap is considerably smaller than the South African average, and we consider our current gap of 30–31% justified in this context.

We are committed to paying a fair living wage, and in 2021 achieved this goal across all our operations, including Unki in Zimbabwe. Our commitment aligns with the Anglo American group commitment made with support and guidance from the Fair Wage Network (FWN). Since 2020, we submit our annual wage data into Anglo American's global fair living wage matrix, which incorporates living wage reference values for all countries in which Anglo American has a presence, and which aligns with the FWN global living wage database. Our focus is on direct employees, but we intend to focus on contractors and suppliers in future.

Under the FWN's guidance, our living wage methodology uses the national fertility rate to determine household size, and uses the country's average to determine the number of income earners per household. We have calculated the hourly living wage for a single adult individual employed full-time without children in South Africa to be R39 per hour. Our lowest-paid employees earn above this rate across all our sites and operations.

Statement on remuneration policy

The remuneration committee is satisfied that the remuneration policy supports the principles of King IV and that the remuneration policy has achieved its objectives. The committee is further satisfied that its decision-making process is fair, responsible and objective and that it considered stakeholder feedback and applied its mind practically and reasonably on remuneration-related decisions recommended to the board.

The committee remains dedicated to ensure that remuneration at Anglo American Platinum has a substantial impact on retaining and attracting top talent, which will drive the enhancement of performance standards and sustainable shareholder value creation. We endeavour to ensure that progressive and flexible remuneration decisions can be taken to mitigate against economic conditions and to collectively achieve strategic business objectives.

We trust this report elicits a positive outlook from all stakeholders and we remain committed to improving our reporting standards and quality.



Nombulelo Moholi
Chairperson

* Gini coefficient is a measure of the distribution of income across a population and uses coefficient ranges from 0 (or 0%) to 1 (or 100%), as an index with 0 representing perfect equality and 1 representing perfect inequality. It considers the highest paid employee and the lowest paid employee.

** Palma ratio is the share of all income received by the 10% people with highest disposable income divided by the share of all income received by the 40% people with the lowest disposable income.

Part 2: Remuneration policy

Anglo American Platinum's reward strategy evolves as the business landscape and our company progress throughout the years. We believe it is crucial to ensure that our remuneration value proposition ensures strategic alignment to what we want to achieve and to ensure that we remain a sustainable and viable investment to shareholders. Extending beyond the strategic business element, we consider our attraction and retention capabilities while remaining cognisant of the balancing principles of fair and responsible remuneration.

As a committee, we strive to ensure that the principles of remuneration at Anglo American Platinum serve all stakeholders within good governance principles. We believe that our remuneration policy extends beyond reward and has direct links to an integrated human capital strategy and has the capability to drive desired results and support the short and long-term business strategy. Our remuneration instruments and processes are designed and structured to support the key remuneration principles that underpin our remuneration policy and align with the strategy, values and purpose of our business.

In support of the company's purpose, aspirations and strategy, the role of remuneration is formalised in the remuneration policy. We summarise its key aspects, followed by detailed explanations of our guaranteed pay and incentive schemes.



Mogalakwena north concentrator.

Part 2: Remuneration policy continued

Guiding principles of remuneration

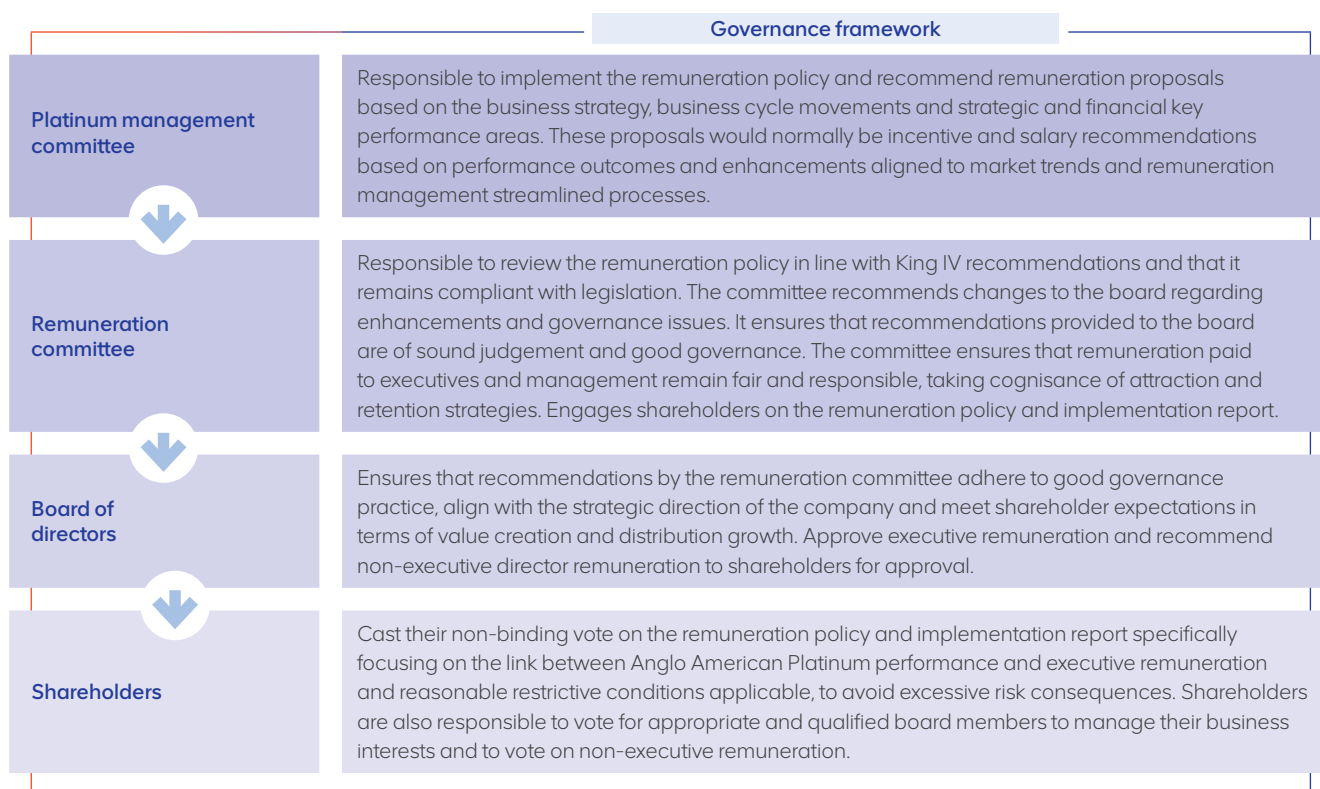
Principle	Link to strategy	Link to stakeholders
<p>Attract, motivate and retain high-quality, competent individuals who can integrate throughout various teams and effectively enhance change in our business through specialised skills, knowledge and experience</p>	<p>A substantial portion of talent that is required to drive the business towards its goals comprises highly qualified and technically competent individuals, due to the nature of our business. These skills are highly mobile across markets and deemed desired skills. To attract and retain these individuals, we ensure that our remuneration offering is competitive and flexible to align to individual needs within policy and accounts for various market factors and the environment in which our operations/assets function to strengthen retention capability.</p> <p>Our performance management system accounts for team performance through collaboration and innovation between internal teams so that Anglo American Platinum moves forward as one team. Our talent strategy enhances team integration through diversity and inclusion to ensure we have a plethora of talent available to effect our strategy and achieve our goals.</p>	<p>Our stakeholders are as much part of our business as our employees. It is therefore necessary that we attract and retain the right people with the necessary skills and expertise to effectively execute our business strategy, allow us to continue to create value for shareholders and to integrate and enhance the lives of the communities where we operate.</p>
<p>Reward structures are designed to echo our purpose and ambitions, align with our business values, link our performance to reward and ensure we are able to provide sustained value to shareholders</p>	<p>Anglo American Platinum mines, produces and sells high-quality PGM metals, and does so with the safety of our employees as our highest priority. To achieve our purpose, we ensure the talent at our assets are equipped to produce the required volume and commodity quality that enables us to remain a strong investment and sustain the supply of PGMs to industries that use our products.</p> <p>Our guaranteed and variable remuneration structures are specifically designed to align to our purpose and goals. Our incentives use well-balanced methodical metrics and targets that drive sustainable mining, increases value creation, ensures the safety of our employees and minimises our impact on the environment in which we operate. This design element is cascaded to all incentives throughout the company to ensure that all employees will consistently achieve our key strategic and financial goals.</p>	<p>We have a responsibility to consider all our stakeholders when we design remuneration structures. We consider employee safety, the environment in which we operate and its impact on communities and the investment value for our shareholders. This enables us to remain a good corporate citizen and a leader in ESG and sustainable mining.</p>
<p>Ensure that remuneration embodies principles that are fair, responsible, ethical and equitable</p>	<p>Responsible remuneration is a key principle of our remuneration design and approach. As such, the committee regularly reviews the company's internal wage gap. In addition, lower increases are granted to executive and management compared to non-management employees. We continue to assess our internal levels of pay and to entrench fair and objective remuneration methodologies to ensure that employees remain within our tolerance deviation ranges.</p> <p>The committee also seeks to find a balance between the interests of executives and shareholders to ensure fair and responsible outcomes. For this reason, a significant portion of the pay of our senior employees is at risk and subject to stretching performance conditions. Our reward principles have also integrated restrictive covenants on executive remuneration to mitigate excessive remuneration without cause and hold our leadership accountable to conduct ethical business.</p>	<p>Our business is made up of a diverse workforce. It is critical to remunerate our employees fairly and without discrimination.</p> <p>It is necessary to assure our shareholders that our remuneration policy has the necessary protocols in place to fairly remunerate employees, aligned to our business performance outcomes.</p>

Remuneration governance

As tasked by the board, the committee assists in setting the company's remuneration policy and remuneration for directors and prescribed officers. As per its terms of reference, published on our website, www.angloamerican.com, the committee's responsibilities are to:

- Make recommendations to the board on the general policy for remuneration, benefits, conditions of service and staff retention
- Annually review the remuneration packages of executive directors and prescribed officers
- Make specific decisions regarding the remuneration packages of executive directors and prescribed officers
- Approve and monitor operation of the company's share incentive plans
- Provide management with mandates to engage with the central bargaining forum on wage negotiations and employee share ownership plans.

The committee's full terms of reference are aligned with the Companies Act and King IV and embrace best practice. The remuneration policy, structures and processes are set within an approved governance framework. The main levels of authority are set out below:



Part 2: Remuneration policy continued

Elements of remuneration

Guaranteed remuneration

Guaranteed salary – non-union-affiliated employees

Guaranteed salary is reviewed annually and positioned competitively against peers comparable in size, sector, business complexity and international scope.

Company performance, affordability, inflation and average industry and sector increases are considered in determining any annual adjustments. Increases are generally inflation linked and additional budget is allocated for adjusting remuneration levels that are not appropriately aligned to internal pay ranges and/or market rates for a specific job. Industry and size-based organisations are used to benchmark total guaranteed pay and total remuneration. Total remuneration includes guaranteed pay, STI, deferred STI and LTI.

Out of cycle adjustments are informed by positioning current remuneration within a tolerance pay range of 80% to 120% of the market median guaranteed pay for a specific job. Pay levels that are not within the tolerance pay range are adjusted for closer alignment to the market benchmark reference point.

Guaranteed salary – union-affiliated employees

Guaranteed salary levels depend on the outcome of wage negotiations with representative unions.

Team-based performance management

We have transitioned to a team-based performance management system called Team+, which better aligns with our operating model, and supports the evolution of our culture towards a more inclusive and collaborative way of working.

Performance appraisal through Team+ is ongoing and conversational, with team-based performance scorecards and reward systems. In the Team+ approach, individuals are socially accountable to the team, and the performance and reward of the team depends on collective performance. This distributes accountability beyond the responsibility of leaders only, and fosters a culture of collective individual accountability. Peer recognition and non-monetary rewards for excellence are also a key aspect which assists in strengthening team relationships, motivating shared accountability and delivering high performance.

Benefits

Core benefits are offered as a condition of service, with some flexible elective offerings for employees on a total package pay system. Core benefits primarily comprise retirement, risk benefits and medical-scheme participation. The company regularly reviews these benefits for affordability, flexibility and perceived value to employees. Medical schemes offer numerous plans to accommodate affordable healthcare and flexibility for a wide scope of employee income levels and membership profiles. Retirement benefits are provided through defined-contribution umbrella funds, with contribution levels aligned to market best practice and fund rules.

Death benefits provided cater for the high-risk environment in which our employees work. In the event of a fatality or injury-on-duty incident, benefits available to beneficiary families of employees who pass away in service include:

- A lump-sum payment from both the retirement fund and Rand Mutual Assurance (COIDA)
- A monthly pension as per COIDA for both spouse and dependent children
- A company cash provision to assist beneficiary families in the waiting period for benefit payout from the fund and COIDA
- Company assistance to spouse and family on the mine
- Company transport to and from the funeral.



Incentive rewards

Anglo American Platinum administers incentive schemes to encourage and reward delivery of its strategic initiatives over the short, medium and long term.

The short-term incentive focuses on achieving business targets in that financial year, while the long-term incentive closely aligns to the interests of executives and senior management with shareholders over the longer term. It encourages executive directors and prescribed officers to build a shareholding in the company, which sustains ongoing performance and the creation of shareholder value.



Short-term incentive (STI)*

How it is designed

$$\text{STI} = \text{Annual cash incentive} + \text{Bonus share plan (BSP)}$$

Annual cash-based incentive Deferred cash match of forfeitable shares

Award conditions

Performance		Retention
 <p>Performance measures include business-unit performance and critical tasks that focus on portfolio management, value optimisation and people management. Penalty metrics are applied for fatalities.</p>		 <p>The BSP shares are restricted, one-third for two years and two-thirds for three years, during which they may be forfeited if employment is terminated in breach of scheme rules. Participants will earn dividends, if the company declares dividends, on bonus shares during the restricted period.</p>
Business-unit conditions (70%)**	Critical tasks (30%)***	
SHE	Strategic alignment to business transformation	
Financial performance	Individual measure	
Anglo American Platinum performance		
The award for remaining participants (excluding union-affiliated employees) is based on company and team performance.		

Participants and award values

Chief executive officer:

Total maximum opportunity –

250% of basic salary, with payment split between:

- **Cash** – 50% of incentive total award and equates to 125% of basic salary
- **Deferred into shares** – 50% of total incentive award, which equates to 100% of annual cash incentive.

Finance director:

Total maximum opportunity –

160% of basic salary, with payment split between:

- **Cash** – 50% of incentive total award and equates to 80% of basic salary
- **Deferred into shares** – 50% of total incentive award, which equates to 100% of annual cash incentive.

Prescribed officers, management and corporate employees:

Total maximum opportunity –

114% for prescribed officers, 80% to 120% for senior management, with payment split between:

- **Cash** – 50% of total incentive award. Incentive salary is set at 80% of total cash incentive package for management and 100% of base salary for prescribed officers
- **Deferred into shares** – 50% of total incentive award, which equates to 100% of annual cash incentive for prescribed officers and 70% of annual cash incentive for management.

Incentive calculations

Annual cash incentive = [(company performance score [70%]) + (critical tasks score [30%])] x cash incentive (%) x base salary

Deferred BSP award = annual cash incentive x BSP award multiplier (%)

* No changes are envisaged for 2022.

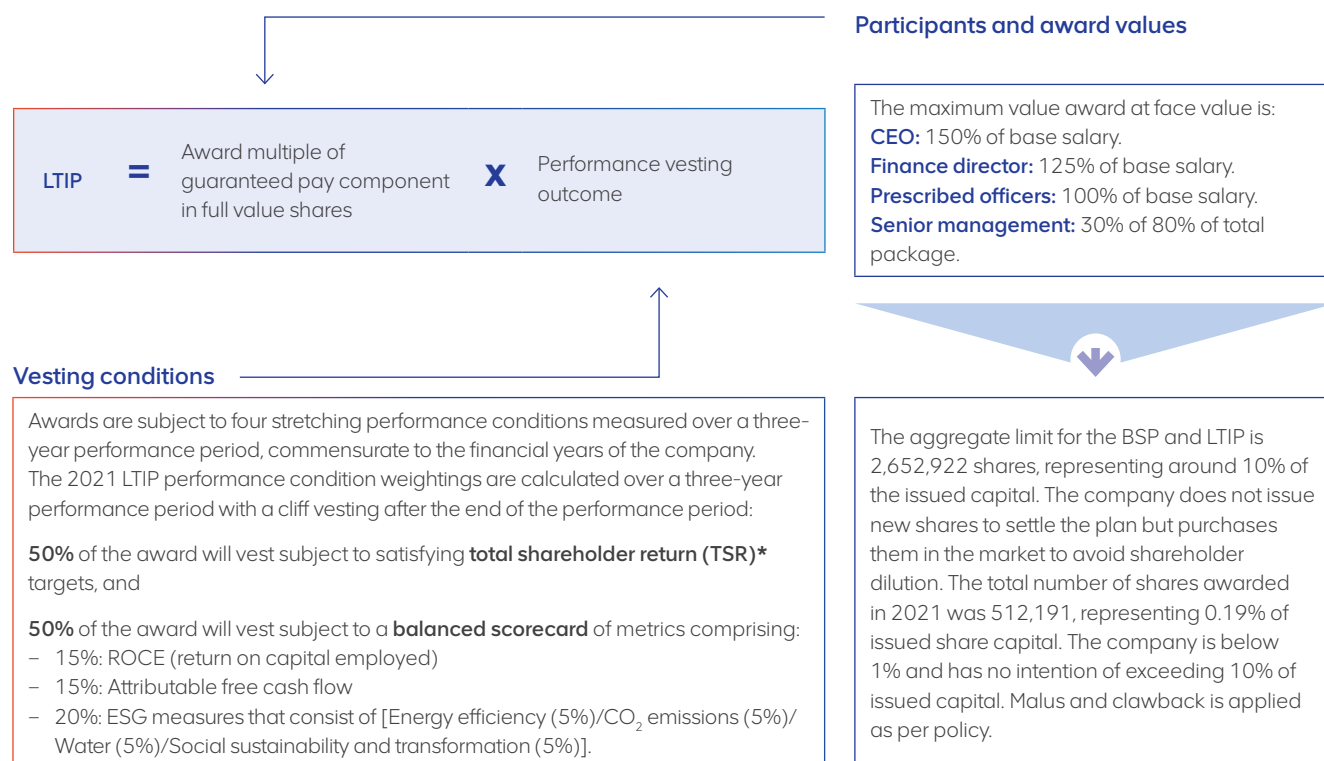
** The weightings associated with the business-unit conditions vary year on year and require alignment to the group annual outcomes as Anglo American Platinum is a business unit of the greater Anglo American. The business-unit weightings will always aggregate to 70%.

*** The critical task weighted performance conditions of 30% apply to shared critical tasks as part of the business-unit scorecard which applies to prescribed officers and all corporate employees. Only the FD and CEO have a split of 20% shared commitments linked to strategic alignment to business transformation and 10% individual commitments.

Part 2: Remuneration policy continued

Long-term incentive plan (LTIP)

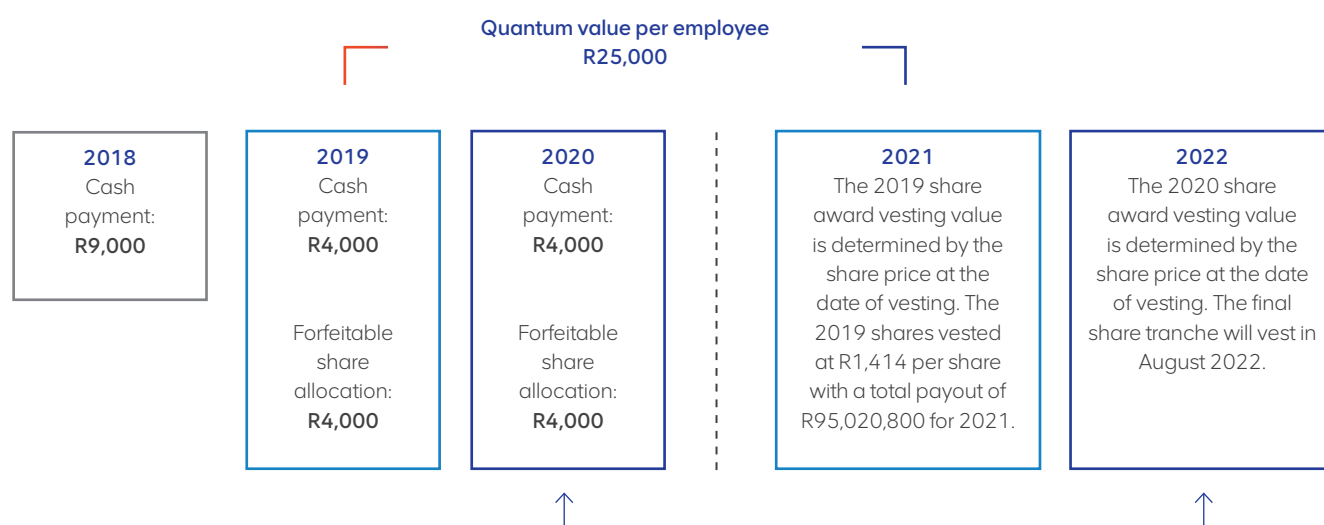
How the award value is determined



* The committee reviewed the TSR peer group and excluded Harmony Gold Mining Company due to its single commodity focus and footprint in East Asia.

Employee share ownership plan (ESOP)

Our ESOP recognises the importance of enabling all employees to share in the success of our business. The scheme incentivises and empowers those employees who do not otherwise participate in the company's share incentive plans to acquire shares in Anglo American Platinum, subject to provisions in the ESOP agreement and rules. The ESOP scheme was implemented on 1 August 2018. The mechanics span a five-year period, as set out below.



The first share tranche in 2019 was issued at a share price of R872.49 per share. The vesting value for the first tranche allocation vested at R1,414 per share which increased the shareholding value by 62% per participant.

The 2020 share allocation was issued at a share price of R1,286.29 per share. As the 2020 allocation will only vest in 2022, the value growth for this tranche considers the 90-day VWAP fair value share price at 31 December 2021 of R1,568.32 per share, providing a 17% growth in value per participant.

Other policy elements

Remaining competitive and aligned to market practice

The committee's key task is to preserve the relevance, integrity and consistency of benchmarking. Benchmark data is used to provide insights on trend lines and compare practices against industry peers. The committee regularly reviews the peer comparator group used to benchmark executive director, prescribed officer and non-executive director fees. The current peer comparator group comprises:

- African Rainbow Minerals Limited
- AngloGold Ashanti Limited
- Exxaro Resources Limited
- Gold Fields Limited
- Harmony Gold Mining Company Limited
- Impala Platinum Holding Limited
- Kumba Iron Ore Limited
- Northam Platinum Limited
- Sibanye-Stillwater
- South 32 Limited.

The committee is comfortable that the comparative group (above) for executive directors, prescribed officers and non-executive directors is representative of our business model, product range and industry sector/market capitalisation.

Share-based awards to managers and executives aged 58 and above

The company's LTIP and BSP rules do not permit allocations to managers and executives within two years of the retirement age of 60. To continue recognising the contribution of managers who have reached age 58, a cash award (in lieu of share awards) is provided. Cash payments under the LTIP are awarded annually, subject to performance conditions, based on the fair value of the grant the executive would have been entitled to under the LTIP. For the BSP, cash payments are awarded annually based on the actual bonus earned by the individual. To avoid forfeiture, participants are required to remain in employment until normal retirement.

Minimum shareholding targets for executive directors and prescribed officers

Executive directors and prescribed officers are required to accumulate and hold a predetermined and market-aligned minimum shareholding. The minimum shareholding requirement (MSR) must be accumulated from LTIP awards on an elective pre-tax and pre-vesting basis, where executive directors and prescribed officers will choose the quantum of shares to hold.

These individuals are required to accumulate and hold an appropriate percentage of their share incentive awards to meet the target. The extent to which targets have been met is calculated by multiplying the share closing price at financial year end by the number of shares held and expressing this as a percentage of annual base salary.

Service contracts

All executive directors and prescribed officers have permanent employment contracts with Anglo American Platinum or its subsidiaries. The contracts prescribe notice periods of 12 months for the CEO and six months for the FD and prescribed officers. Executive directors and prescribed officers are subject to a restraint-of-trade period of six months from date of termination. Senior management's notice period was increased to three months as a retention mechanism. These contracts are regularly reviewed to ensure they remain aligned with governance and legislative requirements.

Termination policy

In the event of a termination, the company has the discretion to allow the director, prescribed officer and senior management employees to either work out their notice or to pay the guaranteed pay for the stipulated notice period in lieu of notice. Guaranteed pay includes base salary and benefits.

No performance bonus payment is made if a director, prescribed officer and senior management's reason for termination is resignation or dismissal. The remuneration committee will have discretion to assess and determine any payments to exiting senior employees on a case-by-case basis pursuant to the exit circumstances and considering the provisions of the incentive scheme rules.

Unvested LTIP awards will continue to vest three years from the grant date. Payments will be pro-rated if an employee's reason for termination is mutually agreed separation, retirement, death and ill-health retirement.

External appointments

Executive directors are not permitted to hold external directorships or offices without the approval of the committee. If approval is granted, directors may retain fees payable from one such appointment. The company policy on internal and external directorships stipulates that:

- The executive director may retain fees payable from one external directorship or office only. Fees from internal directorships or offices may never be retained and must be ceded to Anglo American Platinum.
- Fees not retained by the executive director from both external and internal sources must be ceded to Anglo American Platinum.
- The executive director may, as part of the non-executive directorship position, participate in one committee of that board. This would be regarded as one external sitting.

Part 2: Remuneration policy continued

Non-executive directors’ remuneration

Non-executive director appointments are made in terms of the company’s memorandum of incorporation and confirmed at the first annual general meeting of shareholders after their appointment and then at three-year intervals.

The strategic purpose of non-executive directors’ remuneration is to attract and retain non-executive directors of suitable expertise to constructively challenge the PMC in delivering the company’s strategy.

Fees reflect the complexity, risk and board designation that the non-executive director occupies. The chair and lead independent director are remunerated an all-inclusive fee for their appointment to the board and a fee for committee work. Ordinary board members are remunerated a base fee for board appointment and a base fee for holding a committee designation. A fee applies for any special meetings in addition to board and committee meetings.

Fees are reviewed by the committee annually and require approval from shareholders at the annual general meeting. Non-executive directors do not participate in any of the company’s short or long-term incentive plans, and they are not employees of the company. Non-executive director fees for 2021 are tabulated in part 3 of this remuneration report.

Shareholder engagement

We value our continued engagement with various stakeholders, and we endeavor to maintain our relationships with all in the hope that we will continue to receive their valued input.

Non-binding advisory vote from our shareholders

The remuneration policy will be tabled annually at the AGM. If it is voted against by shareholders exercising 25% or more of the voting rights, dissenting shareholders will be invited to engage with the company. The manner and timing of such engagement will be provided, if necessary.

Engagement with independent adviser

Bowmans was appointed as the independent adviser for one year. Remuneration consultants are engaged by, and report directly to, the committee and must be independent from Anglo American Platinum management. Consultation fees are contractually agreed.



Packaged ruthenium ready for dispatch.

Part 3: Implementation of policies for the financial year

Implementation of remuneration policy

This section outlines the implementation of our remuneration policy for executive directors and prescribed officers in the 2021 financial year and how the company intends to operate in the next financial year. Additional prescribed officer disclosures are presented in the implementation report to align with the requirements under Regulation 38 of the Companies Act. The two additional prescribed officers disclosed are due to the control they exercise over their focus on mining and marketing and the importance of these areas in the company's strategy. All decisions for executive remuneration were made in line with the company's remuneration policy for this financial year.

2021 changes to platinum management committee (PMC) and payments to exiting executives

Where departure is on mutually agreed terms, the committee may treat the departing individual as a good leaver in terms of one or more elements of remuneration. The committee uses this discretion judiciously and shareholders will be notified of any exercise of this discretion as soon as reasonable. Exit arrangements were offered to the executive head: human resources, Lorato Mogaki.

Lorato Mogaki

Lorato received normal remuneration pro-rated for her service of nine months from the notice period date of 1 April 2021 to 31 December 2021, which includes a three-month period of garden leave, a severance package equating to two weeks for every year of completed service, R500,000 for the car benefit, leave encashment for leave days not taken and an accelerated performance bonus payment based on a three-year average performance percentage. Her unvested BSP shares were accelerated to her respective termination date, as per policy, and her conditional LTIPs will vest as normal and be pro-rated for service to her termination date, as per policy. After due deliberation and consideration, the remuneration committee agreed to accelerate her 2021 LTIP award to the exit date and the value of her shares were remunerated in cash at an indicative share price of R2,179.19. All policy rules were applied as per the good-leaver status. She received pro-rated STI and BSP awards to reflect the portion of the year that she was in active service during the 2021 performance year.

Appointments to the PMC included Virginia Tyobeka, executive head: human resources.

Executive director and prescribed officer remuneration

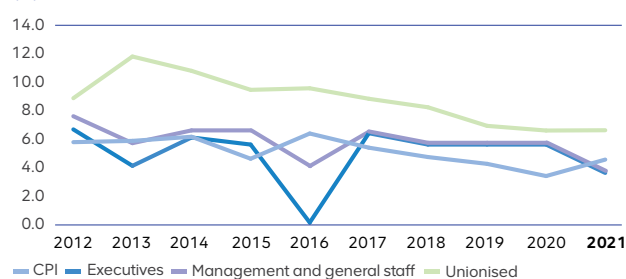
Guaranteed remuneration

The committee approved salary increases for 2021 to align more closely with industry peers and retain executive talent. The committee approved the following increases for 2021:

Chief executive officer	→	US\$ base portion: 3.5%
	→	GBP base portion: 2.0%
Financial director and prescribed officers	→	3.5% of base salary
Management	→	3.5% of total package
Non-affiliated employees*	→	6.51% of total package

* Increases are received as per the three-year wage agreement.

Figure 4: Executive, management and union-affiliated employees against CPI*



* CEO, FD, prescribed officers and management received the same salary percentage increase for financial years 2017 to 2021.

Part 3: Implementation of policies for the financial year continued

Short-term incentive

Short-term incentive awards are conditional on meeting a set of performance objectives and targets as approved by the board and set out in the remuneration policy. The objectives and targets comprise business-unit performance measures and critical-task strategic objectives.

2021 STI measures and outcomes

Business unit measures	Strategic link to shareholders	Weight	Outcome
Business-unit performance		70.0	52.3
Financial performance	We need to ensure that our financial performance yields positive returns to shareholders. Measures are linked to budgeted metal prices and budgeted foreign exchange rates to eliminate the impact of uncontrollable factors on financial outcomes. We use levers such as reduce costs; increase volumes mined, refined and sold; reduce spend on capital; and deliver higher-value returns for low capital input.	27.0	24.3
Production performance	Production targets are linked to each asset's operational activities and each asset will have its own KRAs for production measures. Performance is measured on PGM volume production, saleable refined product, mine compliance and cash operating costs per PGM ounce. These metrics have a direct correlation to financial performance to ensure positive returns to shareholders.	16.0	13.7
Cost performance	Each asset has its own cost KRA measure. Unit costs are measured on controllable expenditure, including movements in ore stockpiles at mines and concentrators. This has a direct bearing on financial performance and production performance to optimise our investment value.	7.0	0.0
Safety/health/environment	Our footprint on the environment must be controlled to ensure we can sustainably operate as a good corporate citizen. The safety and health of our employees is paramount. We adopt a zero-fatality policy to ensure our employees can return safely to their families every day.	20.0	14.3
Critical tasks	Critical tasks comprise strategic initiatives identified for the year to support our strategy and ambition to become the leading mining company in the world. Critical tasks are similar across the company, but also include key tasks per executive function.	30.0	28.0
Overall performance		100.0	80.3

Business-unit performance = 70%

Critical tasks

Critical tasks comprise strategic initiatives identified for the year to support our strategy and ambition to become the leading mining company in the world. Critical tasks are similar across the company, but also include key tasks per executive function.

Weighted total of scorecard = 30%

CEO scorecard

Business unit result	70	50.3
Critical tasks (shared)	20	17
Elimination of fatalities and ensure zero harm	2	1
Asset integrity	2	2
Organisational effectiveness	4	3
Sustainable mining	4	4
Mining asset portfolio	6	5
Innovation and P101 value delivery	2	2
Critical tasks (individual)	10	9
Anti-fragility: innovation	2	2
Anti-fragility: people	2	2
Leader in ESG	2	1
Maximise value	1	1
New markets and leveraging new capabilities	3	3
Final performance outcome after group moderation	100	76.3

FD scorecard

Business unit result	70	52.2
Critical tasks (shared)	20	18
Elimination of fatalities and ensure zero harm	2	2
Asset integrity	2	2
Organisational effectiveness	4	3
Sustainable mining	4	4
Mining asset portfolio	6	5
Innovation and P101 value delivery	2	2
Critical tasks (individual)	10	9
Anti-fragility: innovation	2	2
Anti-fragility: people	2	2
Leader in ESG	2	2
Maximise value	1	1
New markets and leveraging new capabilities	3	2
Final performance outcome after group moderation	100	79.2

Remuneration report continued

Part 3: Implementation of policies for the financial year continued

2021 annual cash incentive payments and deferred bonus shares to be awarded in 2022

Name	2021 outcome %	Bonus %	Cash incentive R	% of base salary	BSP award for 2022 R	Cash award in lieu of BSP	% of base salary	Total STI/award 2021 R
Executive directors								
N Viljoen ¹	76.3	125	8,674,372	95.37	8,674,372	—	95.37	17,348,744
CW Miller ¹	79.2	80	4,808,431	63.36	4,808,431	—	63.36	9,616,862
Prescribed officers								
GA Humphries	80.3	72	3,169,873	57.82	3,169,873	—	57.82	6,339,746
R Bignaut	80.3	72	2,531,217	57.82	2,531,217	—	57.82	5,062,434
P Moodliar	80.3	72	2,872,299	57.82	2,872,299	—	57.82	5,744,598
Y Mfolo	80.3	72	2,393,582	57.82	2,393,582	—	57.82	4,787,164
V Tyobeka ²	80.3	72	963,600	57.82	1,836,159	—	110.17	2,799,759
C McCleave ³	80.3	—	3,335,657	61.2	3,335,657	—	61.2	6,671,314
H Ingram ⁴	80.3	—	3,917,291	68.7	3,917,291	—	68.7	7,834,582
LN Mogaki ⁵ (former)		72	2,044,169	40.74	2,044,169	—	40.74	4,088,338
Total⁶			27,457,543		28,330,102	—		55,787,645

¹ The CEO and FD have their own performance scorecards with performance conditions which are strongly aligned to the business unit performance measures. Their critical tasks of 30%/100% consist of 20% shared tasks with the rest of the executives and business unit and 10% individual critical tasks.

² V Tyobeka joined Anglo American Platinum on 1 August 2021 and her cash incentive has been pro-rated for Anglo American Platinum performance outcomes for 2021. Her BSP value for 2022 will include a bonus allocation for Kumba Iron Ore performance outcomes during her tenure, for which BSPs are payable by Anglo American Platinum as per group policy. The total BSP value is determined by the combined cash incentive values: (KIO = R872,559) + (Anglo American Platinum = R963,600) x 100% = R1,836,159. The BSP percentage of base salary of 110.17 is determined on her pro-rated Anglo American Platinum salary for the 2021 year of R1,666,665.

³ C McCleave is employed by Anglo American Plc (Group) and is seconded to the Anglo American Platinum business unit. His incentives are determined and payable by the group. A portion of his UK bonus is based on Platinum outcomes. His cash incentive and deferred award match for 2021 was GBP 328006. The rand value has been determined by the annual average exchange rate of 20.339.

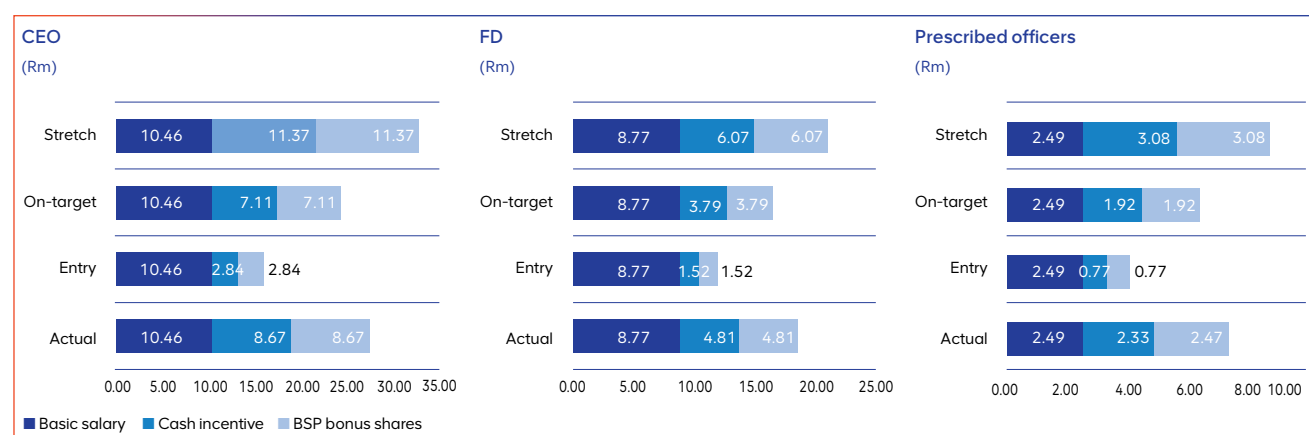
⁴ H Ingram is employed by Anglo American Plc and provides a group service to the Anglo American Platinum business unit. His incentives are determined and payable by the group. A portion of his UK bonus is based on Platinum outcomes. His cash incentive and deferred award match for 2021 was GBP 385200. The rand value has been determined by the annual average exchange rate of 20.339.

⁵ LN Mogaki, as per her mutual separation agreement effective 31 December 2021, received an accelerated bonus based on an average performance outcome of 40.74%. She further received a BSP award as per policy which is accelerated based on good-leaver status as per the BSP rules.

⁶ The cash incentive, BSP award for 2022 and total STI/award 2021 aggregate amounts reflected in the table exclude C McCleave and H Ingram as their bonuses are paid by Anglo American Plc (Group). The cash incentive, BSP award for 2022 and total STI/award 2021 aggregate amounts inclusive of C McCleave and H Ingram are R34,710,491, R35,583,050 and R70,293,541 respectively.

2021 short-term incentive outcome compared to the remuneration policy

The graphs below compare the actual short-term incentives paid (on top of salary) against the remuneration policy application at entry (25% of maximum bonus opportunity), on-target (62.5% of maximum bonus opportunity) and stretch (100% of maximum bonus opportunity). The bonus awards shown are the total short-term incentive that consists of the cash incentive and deferred BSP forfeitable share face value for performance in respect of 2021 performance outcomes.



Long-term incentives

The vesting of LTIP awards is based on achieving four stretching performance conditions measured over a three-year period.

LTIP performance metrics for 2021

The table below summarises performance conditions applying to conditional share awards granted under the LTIP for 2021.

Performance measure and weighting	Vesting schedule	Performance period
Total shareholder return (TSR) (50%). The TSR performance is benchmarked against the returns of African Rainbow Minerals, Royal Bafokeng Platinum, Sibanye-Stillwater, Impala Platinum, Northam Platinum.	Vesting for the TSR performance condition is on a sliding scale if the company achieved: <ul style="list-style-type: none"> – TSR 5% below the index: 0% vests – TSR equal to the index: 50% vests – TSR 6% above the index: 100% vests. Linear vesting occurs between these points.	1 January 2021 to 31 December 2023
Return on capital employed (ROCE) (15%)	Vesting for the ROCE performance condition is on a sliding scale if the company achieved: <ul style="list-style-type: none"> – ROCE equal to 34.5%: 25% vests – Maximum ROCE set at 38.2%: 100% vests. Linear vesting occurs between these points.	1 January 2021 to 31 December 2023
Attributable free cash flow (15%)	Vesting for the cumulative attributable cash flow performance condition is on a sliding scale if the company achieved: <ul style="list-style-type: none"> – Threshold of 80% of budgeted cumulative three-year attributable free cash flow (FCF) (R63.5 billion): 25% vests – Maximum threshold of 120% of budgeted three-year cumulative attributable FCF (R95.3 billion): 100% vests. Linear vesting occurs between threshold and maximum.	1 January 2021 to 31 December 2023
Safety and sustainable development (ESG measure) <ul style="list-style-type: none"> – GHG emissions intensity (8%) – Social sustainability and transformation (6%) – Tailings facilities (6%). 	<p>GHG emissions intensity 8%: The aim is to have a 5% improvement from the baseline of 0.1785 (2020 actual) by 2023 (0.1696)</p> <ul style="list-style-type: none"> – Threshold of 3% improvement from the baseline of 0.1785 (2020 actual) by 2023 (0.1731) – Maximum threshold of 7% improvement from the baseline of 0.1785 (2020 actual) by 2023 (0.1660). <p>Social sustainability and transformation (6%) The aim is to align with the sustainable mining plan milestone for 2025 of three off-site jobs supported for every on-site job.</p> <ul style="list-style-type: none"> – Threshold: 0.5 jobs supported off-site for each job on-site globally, based on annual average on-site jobs – Maximum threshold: 1 job supported off-site for each job on-site globally, based on annual average on-site jobs. <p>Tailings facilities (6%) The aim is to conform to the Global Industry Standard on Tailings Management (GISTM) on all tailing facilities across our managed operations.</p> <ul style="list-style-type: none"> – Maximum threshold: 100% implementation of the updated Anglo American standard (2020). 	1 January 2021 to 31 December 2023

Remuneration report continued

Part 3: Implementation of policies for the financial year continued

2021 LTIP awards

The annual share awards allocations for 2021 for the CEO, FD and prescribed officers are set out below and conditional on the performance metrics on page 148.

Name	Number of LTIP awards	Market face value ¹ R	% of base salary
Executive directors			
N Viljoen	6,342	13,693,710	150
CW Miller	4,393	9,485,410	125
Prescribed officers²			
GA Humphries	2,539	5,482,234	100
R Blignaut	2,027	4,376,719	100
V Tyobeka ³	—	—	—
P Moodliar	2,300	4,966,183	100
Y Mfolo	1,917	4,139,206	100
LN Mogaki ⁴ (former)	—	—	—
Total	19,518	42,143,462	

¹ The face value of LTIP awards is determined by a share price of R2,159.21 per share at the date of award on 14 April 2021.

² C McCleave and H Ingram receive shares from Group (AA Plc shares) and are not issued Anglo American Platinum shares. They participate in the AA LSE share plan for UK employees. Their share participation in AA Plc's LSE share incentives are detailed on page 167 in the table of unvested long-term incentive awards and cash value of settled awards.

³ V Tyobeka joined Anglo American Platinum on 1 August 2021 and did not receive the LTIP 2021 award.

⁴ L. Mogaki's LTIP 2021 award was pro-rated and paid as cash in lieu of LTIP award for 2021 as part of her mutual separation agreement. The value of the cash payment is R1,672,531 which based on the award share price of R2,179.19 per share.

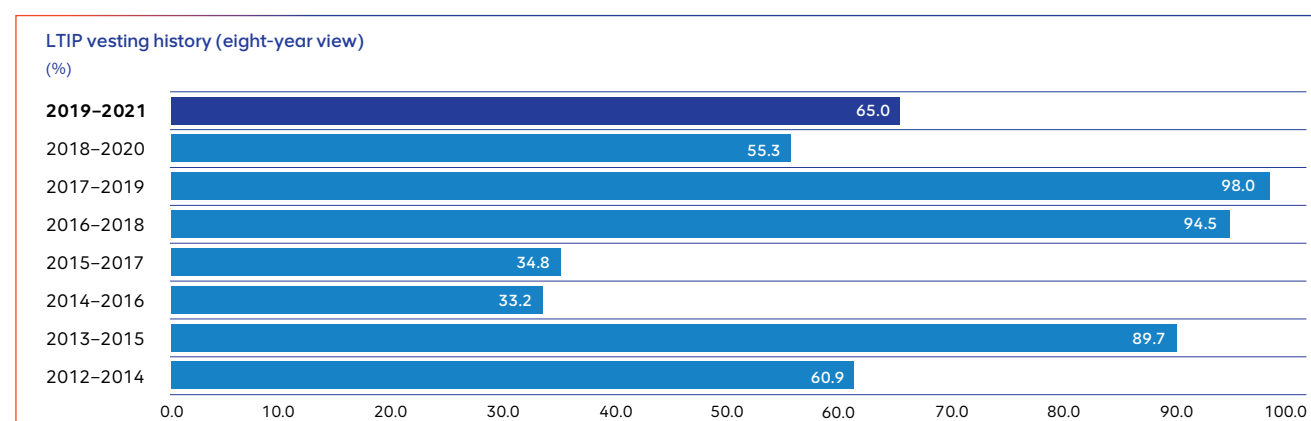
Vesting of LTIP awards (2019 – performance period ended 31 December 2021)

The extent to which performance measures for the 2019 award were met is detailed below. These awards will vest on 16 April 2022 after a three-year vesting period has lapsed.

LTIP measures	Below	Threshold	Target	Above
Total shareholder return (70%)			*	
Return on capital employed (10%)				*
Cumulative attributable free cash flow (10%)		*		
Safety and sustainable development (10%)			*	
Resulting vesting LTIP award			65%	

LTIP vesting history (eight-year view)

An eight-year view of the LTIP vesting outcomes is provided in the graph below in relation to the 2019 LTIP award vesting outcome.



Total remuneration

Total remuneration and detail on outstanding and settled long-term incentives of executive directors and prescribed officers for the years ended 31 December 2020 and 31 December 2021 are reflected in the tables below. The format is aligned to the King IV recommended single total figure disclosure of remuneration.

Total single-figure remuneration (income statement)

Executive directors and prescribed officers	Financial year	Base salary ¹ R	Retirement and medical aid ² R	Cash incentive R	BSP share or cash award ^{3,4} R	LTIP reflected ^{5,6} R	Other R	Total single figure of remuneration R
Executive directors								
N Viljoen ⁷	2021	9,095,017	1,361,362	8,674,372	8,674,372	—	1,142,178	28,947,301
	2020	7,605,506	1,134,439	5,418,923	5,418,923	—	856,634	20,434,425
CW Miller	2021	7,589,064	1,182,816	4,808,431	4,808,431	11,716,069	—	30,104,811
	2020	7,332,420	1,142,034	3,343,584	3,343,584	—	—	15,161,622
Prescribed officers								
GA Humphries	2021	5,482,692	906,571	3,169,873	3,169,873	6,771,935	—	19,500,944
	2020	5,297,280	862,598	1,716,319	1,716,319	9,062,249	—	18,654,765
R Blignaut	2021	4,378,056	705,478	2,531,217	2,531,217	—	—	10,145,968
	2020	2,820,000	453,958	913,680	1,311,567	—	—	5,499,205
P Moodliar	2021	4,968,000	801,452	2,872,299	2,872,299	—	—	11,514,050
	2020	4,584,750	742,249	1,485,459	1,485,459	—	—	8,297,917
Y Mfolo	2021	4,140,000	700,009	2,393,582	2,393,582	—	—	9,627,173
	2020	2,666,664	450,239	864,000	1,202,977	—	—	5,183,880
V Tyobeka ^{8,9}	2021	1,666,665	279,280	963,600	1,836,159	—	—	4,745,704
	2020	—	—	—	—	—	—	—
C McCleave ^{10,11}	2021	5,446,331	750,260	3,335,657	3,335,657	—	15,689,286	28,557,191
	2020	—	—	—	—	—	—	—
H Ingram ¹²	2021	5,694,919	1,145,245	3,917,291	3,917,291	11,914,039	—	26,588,785
	2020	—	—	—	—	—	—	—
Former director								
CI Griffith ¹³	2021	2,430,525	455,002	—	—	18,267,811	221,342	21,374,680
	2020	9,778,971	1,736,949	1,019,762	1,019,762	26,562,626	5,166,719	45,284,789
Former employees								
LM Mogaki ¹⁴	2021	5,017,596	827,700	2,044,169	2,044,169	6,196,988	18,866,207	34,996,829
	2020	4,847,916	782,056	1,570,725	1,570,725	9,122,429	—	17,893,851
GL Smith	2021	—	—	—	—	6,816,789	—	6,816,789
	2020	5,332,704	831,684	1,727,796	1,727,796	9,122,429	—	18,742,409
DW Pelser	2021	—	—	—	—	7,362,173	—	7,362,173
	2020	5,279,373	833,974	2,912,401	2,912,401	9,573,118	7,643,138	29,154,405
S Macheli-Mkhabela	2021	—	—	—	—	5,846,311	—	5,846,311
	2020	1,143,378	185,153	370,454	—	8,605,823	—	10,304,809

¹ Base salary is the aggregate of basic salary plus an optional car allowance and provision towards a 13th cheque.

² Benefits are reported as the sum of retirement and medical aid contributions.

³ The value of the 2021 BSP shares awarded on the basis of performance for the 2021 financial year is reflected in the 2021 single figure of remuneration.

⁴ The value of the 2020 BSP shares was awarded on the basis of performance for the 2020 financial year.

⁵ The value of the 2019 LTIP with a performance period ending on 31 December 2021 is reflected in the 2021 single figure of remuneration at a 90-day volume-weighted average price (VWAP) of R1,568.32 per share.

⁶ The value of the 2018 LTIP with a performance period ending on 31 December 2020 is reflected in the 2020 single figure of remuneration at a 90-day VWAP of R1,222.76 per share.

⁷ N Viljoen has an offshore GBP component to her remuneration which has been converted at monthly exchange rates and reported in ZAR. The amount reported as 'Other' refers to the value of the use of a company vehicle for N Viljoen.

⁸ V Tyobeka joined Anglo American Platinum on 1 August 2021. Her salary has been pro-rated from 1 August to 31 December 2021.

⁹ V Tyobeka's cash incentive is reflected for 2021 performance at Anglo American Platinum. Her BSP value for 2022 will include a bonus allocation for Kumba Iron Ore performance outcomes, during her tenure, for which BSPs are payable by Anglo American Platinum as per group policy. The total BSP value is determined by the combined cash incentive values: (KIO = R872,559) + (Anglo American Platinum) = R963,600 x 100% = R1,836,159.

¹⁰ C McCleave joined Anglo American Platinum on 1 September 2021 on a secondment basis and is a member of the platinum management committee. He is remunerated through the group and a portion of his incentives payable are based on Anglo American Platinum business unit outcomes. His remuneration is paid in GBP and has been converted to ZAR using the average exchange rate of 20.339 for 2021. His payments under other include values of his cash and share buyout from his previous employer and relocation costs as well as dividend equivalents.

¹¹ The short term incentive amount for C McCleave is reflected as 2,338,985 in the annual financial statements. This amount is reflective of the group portion of bonus only and the RSA portion was only confirmed after the AFS was published.

¹² H Ingram is employed by the group and provides a strategic function to Anglo American Platinum. He has been determined as a prescribed officer within the definition as provided for under Regulation 38 of the Companies Act. He is remunerated through the group and his incentives payable are based on group outcomes. His remuneration is paid in GBP and has been converted to ZAR using the average exchange rate of 20.339 for 2021 for purposes of reporting. The value of his LTIP for 2019 reflected is based on 90% projected vesting and three-month average Anglo American share price to 31 December 2021 of £28.26.

¹³ CI Griffith's salary has been pro-rated to his mutual separation termination date of 31 March 2021. His LTIP awards will vest under normal conditions as per policy. His previously reported 2018 and 2019 BSP awards have been accelerated to the termination date of his Mutual Separation Agreement, 31 March 2021, as per policy. The amount reflected under 'Other', is inclusive of his car benefit and leave encashment.

¹⁴ LN Mogaki left Anglo American Platinum on 31 December 2021 through a mutual separation agreement. Her separation payments are reported under 'Other', which consist of (R3,597,630 severance pay, R500,000 ex-gratia in lieu of car benefit, R992,724 leave encashment, R1,672,531 cash payment in lieu of 2021 LTIP award, R12,103,321.74 payment for accelerated BSP for 2019/2020 and 2021).

Remuneration report continued

Part 3: Implementation of policies for the financial year continued

Executive 2021 actual total remuneration against policy package design and total remuneration opportunity at different levels of performance

The charts illustrate the pay mix of the CEO (figure 1), FD (figure 2) and prescribed officers (figure 3) at entry, on-target performance and stretch performance where applicable from 2021. A comparison is drawn to how the policy has been implemented for 2021 on actual payments received in relation to the remuneration policy at fair value.

Figure 1: CEO

(Rm)

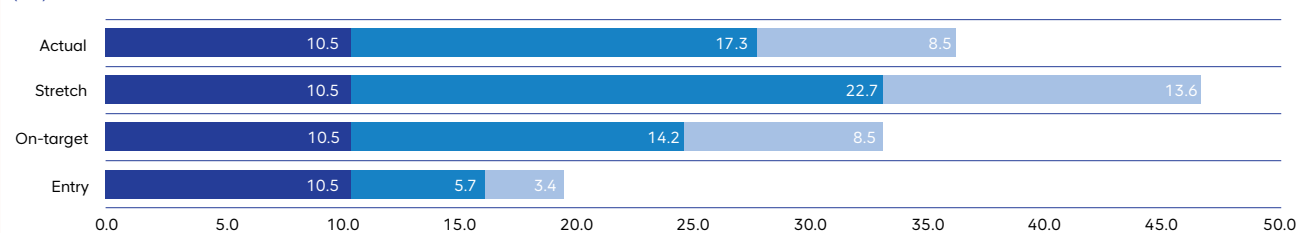


Figure 2: FD

(Rm)

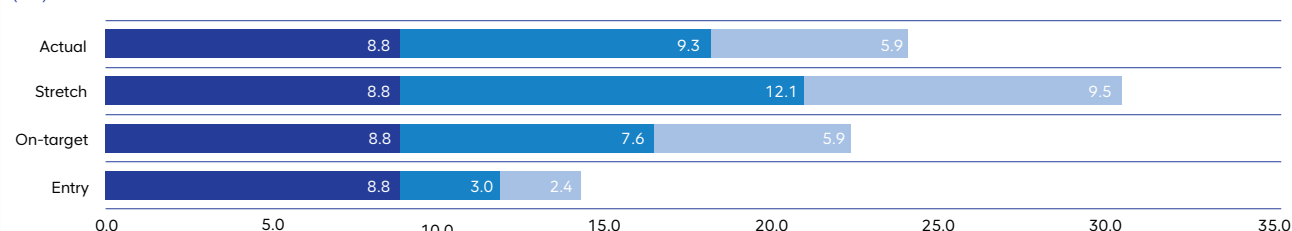
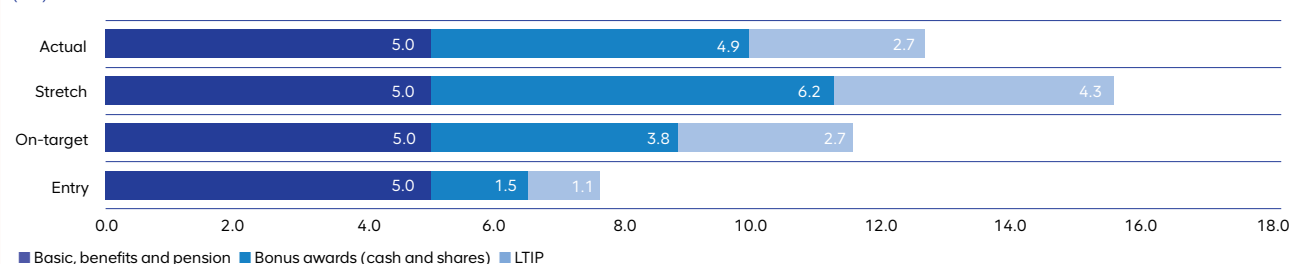


Figure 3: Prescribed officers

(Rm)

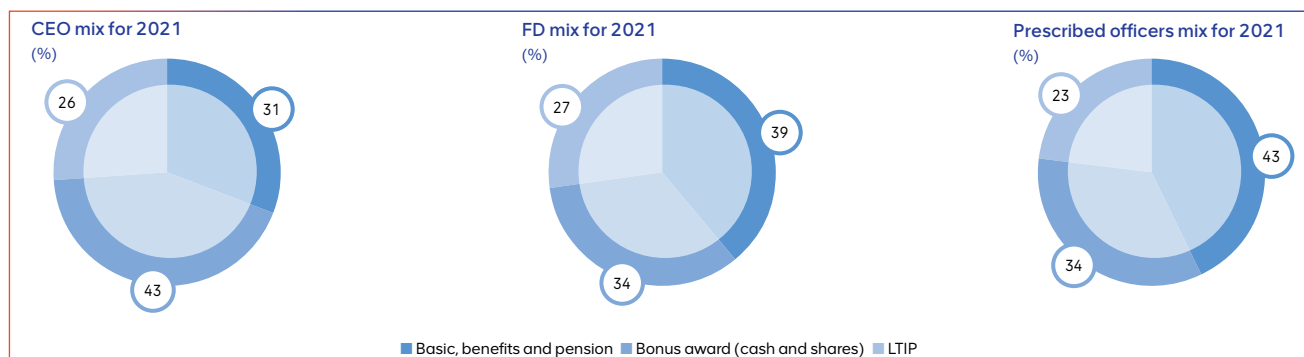


Key assumptions

Pay element	Entry	On-target	Stretch
Fixed	2021 basic salary, benefits and pension	2021 basic salary, benefits and pension	2021 basic salary, benefits and pension
Annual bonus	25% of maximum bonus opportunity	62.5% of maximum bonus opportunity	100% of maximum bonus opportunity
LTIP	25% of maximum LTIP opportunity	60% of maximum LTIP opportunity	100% of maximum LTIP opportunity

Executive remuneration policy pay mix for 2021

Total remuneration mix between fixed and variable pay in 2021 for the CEO, FD and prescribed officers is shown below.



Unvested long-term incentive awards and cash value of settled awards

Incentive scheme	Award date	Vest date	Value at grant date per share R	Vesting %	Number of awards/shares	Cash value on settlement in 2020	Fair value on 31 Dec 2020 ¹ R	Cash value on settlement in 2021 ³	Fair value on 31 Dec 2021 ² R
N Viljoen (executive director)									
LTIP 2017	13 Apr 17	13 Apr 20	367.15	98.0	—	—	—	—	—
LTIP 2018	20 Apr 18	20 Apr 21	321.33	55.3	—	—	—	—	—
LTIP 2019	16 Apr 19	16 Apr 22	755.89	65.0	—	—	—	—	—
LTIP 2020	6 May 20	6 May 23	989.61	60.0	16,695	—	12,248,386.92	—	15,709,878.47
LTIP 2021	14 Apr 21	14 Apr 24	2,159.21	60.0	6,342	—	—	—	5,967,777.73
BSP 2017	13 Apr 17	13 Apr 20	367.15	100.0	—	—	—	—	—
BSP 2018	15 Feb 18	15 Feb 21	321.33	100.0	—	—	—	—	—
BSP 2019	13 Feb 19	13 Feb 22	755.89	100.0	—	—	—	—	—
BSP 2020	12 Feb 20	12 Feb 23	1,334.60	100.0	—	—	—	—	—
BSP 2021	1 Mar 21	1 Mar 24	1,780.78	100.0	3,043	—	—	—	4,772,402.93
Total					26,080	—	12,248,386.92	—	26,450,059.13
CW Miller (executive director)									
LTIP 2017	13 Apr 17	13 Apr 20	367.15	98.0	—	—	—	—	—
LTIP 2018	20 Apr 18	20 Apr 21	321.33	55.3	—	—	—	—	—
LTIP 2019	16 Apr 19	16 Apr 22	755.89	65.0	11,493	—	9,134,567.44	—	11,716,068.84
LTIP 2020	6 May 20	6 May 23	989.61	60.0	9,262	—	6,795,121.87	—	8,715,477.35
LTIP 2021	14 Apr 21	14 Apr 24	2,159.21	60.0	4,393	—	—	—	4,133,782.34
BSP 2017	13 Apr 17	13 Apr 20	367.15	100.0	—	—	—	—	—
BSP 2018	15 Feb 18	15 Feb 21	321.33	100.0	—	—	—	—	—
BSP 2019	13 Feb 19	13 Feb 22	755.89	100.0	—	—	—	—	—
BSP 2020	12 Feb 20	12 Feb 23	1,334.60	100.0	2,540	—	3,105,810.40	—	3,983,537.12
BSP 2021	1 Mar 21	1 Mar 24	1,780.78	100.0	1,878	—	—	—	2,945,308.15
Total					29,566	—	19,035,499.71	—	31,494,173.80

Remuneration report continued

Part 3: Implementation of policies for the financial year continued

Unvested long-term incentive awards and cash value of settled awards continued

Incentive scheme	Award date	Vest date	Value at grant date per share R	Vesting %	Number of awards/shares	Cash value on settlement in 2020	Fair value on 31 Dec 2020 R	Cash value on settlement in 2021	Fair value on 31 Dec 2021 R
GA Humphries (prescribed officer)									
LTIP 2017	13 Apr 17	13 Apr 20	367.15	98.0	11,303	8,339,163.51	—	—	—
LTIP 2018	20 Apr 18	20 Apr 21	321.33	55.3	13,402	—	16,387,429.52	15,477,326.77	—
LTIP 2019	16 Apr 19	16 Apr 22	755.89	65.0	6,643	—	5,279,816.54	—	6,771,934.68
LTIP 2020	6 May 20	6 May 23	989.61	60.0	5,353	—	3,927,260.57	—	5,037,135.64
LTIP 2021	14 Apr 21	14 Apr 24	2,159.21	60.0	2,539	—	—	—	2,389,181.28
BSP 2017	13 Apr 17	13 Apr 20	367.15	100.0	3,415	2,570,948.60	—	—	—
BSP 2018	15 Feb 18	15 Feb 21	321.33	100.0	7,580	—	9,268,520.80	13,568,528.97	—
BSP 2019	13 Feb 19	13 Feb 22	755.89	100.0	3,704	—	4,529,103.04	—	5,809,063.58
BSP 2020	12 Feb 20	12 Feb 23	1,334.60	100.0	2,275	—	2,781,779.00	—	3,567,931.87
BSP 2021	1 Mar 21	1 Mar 24	1,780.78	100.0	964	—	—	—	1,511,862.12
Total					57,178	10,910,112.11	42,173,909.47	29,045,855.74	25,087,109.16
R Blignaut (prescribed officer)									
LTIP 2017	13 Apr 17	13 Apr 20	367.15	98.0	—	—	—	—	—
LTIP 2018	20 Apr 18	20 Apr 21	321.33	55.3	—	—	—	—	—
LTIP 2019	16 Apr 19	16 Apr 22	755.89	65.0	—	—	—	—	—
LTIP 2020	6 May 20	6 May 23	989.61	60.0	4,274	—	3,135,645.74	—	4,021,804.17
LTIP 2021	14 Apr 21	14 Apr 24	2,159.21	60.0	2,027	—	—	—	1,907,392.85
BSP 2017	13 Apr 17	13 Apr 20	367.15	100.0	—	—	—	—	—
BSP 2018	15 Feb 18	15 Feb 21	321.33	100.0	—	—	—	—	—
BSP 2019	13 Feb 19	13 Feb 22	755.89	100.0	—	—	—	—	—
BSP 2020	12 Feb 20	12 Feb 23	1,334.60	100.0	—	—	—	—	—
BSP 2021	1 Mar 21	1 Mar 24	1,780.78	100.0	737	—	—	—	1,155,853.09
Total					7,038	—	3,135,645.74	—	7,085,050.11
P Moodliar (prescribed officer)									
LTIP 2017	13 Apr 17	13 Apr 20	367.15	98.0	—	—	—	—	—
LTIP 2018	20 Apr 18	20 Apr 21	321.33	55.3	—	—	—	—	—
LTIP 2019	16 Apr 19	16 Apr 22	755.89	65.0	—	—	—	—	—
LTIP 2020	6 May 20	6 May 23	989.61	60.0	4,478	—	3,285,311.57	—	4,213,766.74
LTIP 2021	14 Apr 21	14 Apr 24	2,159.21	60.0	2,300	—	—	—	2,164,283.95
BSP 2017	13 Apr 17	13 Apr 20	367.15	100.0	—	—	—	—	—
BSP 2018	15 Feb 18	15 Feb 21	321.33	100.0	—	—	—	—	—
BSP 2019	13 Feb 19	13 Feb 22	755.89	100.0	—	—	—	—	—
BSP 2020	12 Feb 20	12 Feb 23	1,334.60	100.0	1,586	—	1,939,297.36	—	2,487,358.22
BSP 2021	1 Mar 21	1 Mar 24	1,780.78	100.0	834	—	—	—	1,307,980.30
Total					9,198	—	5,224,608.93	—	10,173,389.21
Y Mfola (prescribed officer)									
LTIP 2017	13 Apr 17	13 Apr 20	367.15	98.0	—	—	—	—	—
LTIP 2018	20 Apr 18	20 Apr 21	321.33	55.3	—	—	—	—	—
LTIP 2019	16 Apr 19	16 Apr 22	755.89	65.0	—	—	—	—	—
LTIP 2020	6 May 20	6 May 23	989.61	60.0	4,042	—	2,965,437.55	—	3,803,493.79
LTIP 2021	14 Apr 21	14 Apr 24	2,159.21	60.0	1,917	—	—	—	1,803,883.62
BSP 2017	13 Apr 17	13 Apr 20	367.15	100.0	—	—	—	—	—
BSP 2018	15 Feb 18	15 Feb 21	321.33	100.0	—	—	—	—	—
BSP 2019	13 Feb 19	13 Feb 22	755.89	100.0	—	—	—	—	—
BSP 2020	12 Feb 20	12 Feb 23	1,334.60	100.0	—	—	—	—	—
BSP 2021	1 Mar 21	1 Mar 24	1,780.78	100.0	676	—	—	—	1,060,185.47
Total					6,635	—	2,965,437.55	—	6,667,562.88

Unvested long-term incentive awards and cash value of settled awards continued

Incentive scheme	Award date	Vest date	Vesting %	Number of awards/shares	Cash value on settlement in 2020	Fair value on 31 Dec 2020 GBP	Cash value on settlement in 2021	Fair value on 31 Dec 2021 GBP
Reported in GBP. Shares are awarded and traded on the London Stock Exchange.								
C McCleave (prescribed officer)^{4,6}								
LTIP LSE 2021	12 Mar 21	Mar 24	60.0	14,000	—	301,000.00	—	383,600.00
LTIP LSE 2021 Additional	16 Jun 21	Mar 24	60.0	59	—	1,268.50	—	1,616.60
LSE 2021 NCA T1	18 Jan 21	Jan 22	60.0	9,096	—	195,564.00	—	249,230.40
LSE 2021 NCA Additional T1	16 Jun 21	Jan 22	60.0	38	—	817.00	—	1,041.20
LSE 2021 NCA T2	18 Jan 21	Jan 23	60.0	4,970	—	106,855.00	—	136,178.00
LSE 2021 NCA Additional T2	16 Jun 21	Jan 23	60.0	21	—	451.50	—	575.40
Deferred Bonus Shares 2017	7 Mar 17	4 Mar 20	100.0	—	—	—	—	—
Deferred Bonus Shares 2018	9 Mar 18	3 Mar 21	100.0	—	—	—	—	—
Deferred Bonus Shares 2019	8 Mar 19	Mar 22	100.0	—	—	—	—	—
Deferred Bonus Shares 2020	9 Mar 20	Mar 23	100.0	—	—	—	—	—
Deferred Bonus Shares 2021	12 Mar 21	Mar 24	100.0	—	—	—	—	—
Total				28,184	—	605,956.00	—	772,241.60
H Ingram (prescribed officer)⁵								
LTIP LSE 2017	12 May 17	4 Mar 20	100.0	8,000	155,431.17	—	—	—
LTIP LSE 2018	9 Mar 18	3 Mar 21	100.0	11,500	—	—	340,639.05	—
LTIP LSE 2019	26 Mar 19	Mar 22	60.0	20,200	—	260,580.00	—	332,088.00
LTIP LSE 2019 Additional	16 Jun 21	Mar 22	60.0	86	—	1,109.40	—	1,413.84
LTIP LSE 2020	6 May 20	Mar 23	60.0	22,600	—	291,540.00	—	371,544.00
LTIP LSE 2020 Additional	16 Jun 21	Mar 23	60.0	96	—	1,238.40	—	1,578.24
LTIP LSE 2021	12 Mar 21	Mar 24	60.0	14,000	—	180,600.00	—	230,160.00
LTIP LSE 2021 Additional	16 Jun 21	Mar 24	60.0	59	—	761.10	—	969.96
Deferred Bonus Shares 2017	07 Mar 17	4 Mar 20	100.0	7,568	147,037.88	—	—	—
Deferred Bonus Shares 2018	09 Mar 18	3 Mar 21	100.0	5,858	—	—	173,518.57	—
Deferred Bonus Shares 2019	8 Mar 19	Mar 22	100.0	6,571	—	141,276.50	—	180,045.40
Deferred Bonus Shares 2020	9 Mar 20	Mar 23	100.0	9,651	—	207,496.50	—	264,437.40
Deferred Bonus Shares 2021	12 Mar 21	Mar 24	100.0	4,935	—	106,102.50	—	135,219.00
Total				111,124	302,469.05	1,190,704.40	514,157.62	1,517,455.84

Remuneration report continued

Part 3: Implementation of policies for the financial year continued

Incentive scheme	Award date	Vest date	Value at grant date per share R	Vesting %	Number of awards/shares	Cash value on settlement in 2020	Fair value on 31 Dec 2020 R	Cash value on settlement in 2021	Fair value on 31 Dec 2021 R
CI Griffith ⁷ (former executive director)									
LTIP 2017	13 Apr 17	13 Apr 20	367.15	98.0	33,436	24,668,519.08	—	—	—
LTIP 2018	20 Apr 18	20 Apr 21	321.33	55.3	39,283	—	26,562,625.64	45,366,051.90	—
LTIP 2019	16 Apr 19	16 Apr 22	755.89	65.0	17,920	—	14,242,708.48	—	18,267,811.16
LTIP 2020	6 May 20	6 May 23	989.61	60.0	—	—	—	—	—
LTIP 2021	14 Apr 21	14 Apr 24	2,159.21	60.0	—	—	—	—	—
BSP 2017	13 Apr 17	13 Apr 20	367.15	100.0	18,732	14,102,198.88	—	—	—
BSP 2018	15 Feb 18	31 Mar 21	321.33	100.0	28,178	—	34,454,931.28	60,750,640.88	—
BSP 2019	13 Feb 19	31 Mar 21	755.89	100.0	14,031	—	17,156,545.56	30,250,274.76	—
BSP 2020	12 Feb 20	12 Feb 23	1,334.60	100.0	—	—	—	—	—
BSP 2021	1 Mar 21	1 Mar 24	1,780.78	100.0	—	—	—	—	—
Total					151,580	38,770,717.96	92,416,810.96	136,366,967.54	18,267,811.16
DW Pelser (former prescribed officer)									
LTIP 2017	13 Apr 17	13 Apr 20	367.15	98.0	12,289	9,066,617.74	—	—	—
LTIP 2018	20 Apr 18	20 Apr 21	321.33	55.3	14,570	—	9,852,034.10	16,350,394.90	—
LTIP 2019	16 Apr 19	16 Apr 22	755.89	65.0	7,222	—	5,740,002.27	—	7,362,172.56
LTIP 2020	6 May 20	6 May 23	989.61	60.0	—	—	—	—	—
LTIP 2021	14 Apr 21	14 Apr 24	2,159.21	60.0	—	—	—	—	—
BSP 2017	13 Apr 17	13 Apr 20	367.15	100.0	8,176	6,155,219.84	—	—	—
BSP 2018	15 Feb 18	30 Nov 20	321.33	100.0	8,241	9,295,246.41	—	—	—
BSP 2019	13 Feb 19	30 Nov 20	755.89	100.0	4,028	4,543,289.96	—	—	—
BSP 2020	12 Feb 20	30 Nov 20	1,334.60	100.0	2,474	2,790,491.40	—	—	—
BSP 2021	1 Mar 21	1 Mar 24	1,780.78	100.0	—	—	—	—	—
Total					57,000	31,850,865.35	15,592,036.37	16,350,394.90	7,362,172.56
S Macheli-Mhkabela (former prescribed officer)									
LTIP 2017	13 Apr 17	13 Apr 20	367.15	98.0	10,735	7,920,102.65	—	—	—
LTIP 2018	20 Apr 18	20 Apr 21	321.33	55.3	12,727	—	8,605,822.79	14,697,801.66	—
LTIP 2019	16 Apr 19	16 Apr 22	755.89	65.0	5,735	—	4,558,143.59	—	5,846,311.22
LTIP 2020	6 May 20	6 May 23	989.61	60.0	—	—	—	—	—
LTIP 2021	14 Apr 21	14 Apr 24	2,159.21	60.0	—	—	—	—	—
BSP 2017	13 Apr 17	13 Apr 20	367.15	100.0	5,237	3,942,623.08	—	—	—
BSP 2018	15 Feb 18	31 Mar 20	321.33	100.0	6,685	—	8,174,150.60	11,966,440.13	—
BSP 2019	13 Feb 19	31 Mar 20	755.89	100.0	3,239	—	3,960,519.64	—	5,079,793.99
BSP 2020	12 Feb 20	31 Mar 20	1,334.60	100.0	1,965	—	2,402,723.40	—	3,081,752.14
BSP 2021	1 Mar 21	1 Mar 24	1,780.78	100.0	—	—	—	—	—
Total					46,323	11,862,725.73	27,701,360.02	26,664,241.79	14,007,857.34
VP Pillay (former prescribed officer)									
LTIP 2017	13 Apr 17	13 Apr 20	367.15	98.0	12,536	9,248,850.20	—	—	—
LTIP 2018	20 Apr 18	20 Apr 21	321.33	55.3	14,864	—	10,050,832.87	5,716,184.90	—
Total					27,400	9,248,850.20	10,050,832.87	5,716,184.90	—

Incentive scheme	Award date	Vest date	Value at grant date per share R	Vesting %	Number of awards/ shares	Cash value on settlement in 2020	Fair value on 31 Dec 2020 R	Cash value on settlement in 2021	Fair value on 31 Dec 2021 R
GL Smith (former prescribed officer)									
LTIP 2017	13 Apr 17	13 Apr 20	367.15	98.0	11,379	8,395,235.03	—	—	—
LTIP 2018	20 Apr 18	20 Apr 21	321.33	55.3	13,491	—	8,183,671.49	15,580,108.60	—
LTIP 2019	16 Apr 19	16 Apr 22	755.89	65.0	6,687	—	5,314,787.48	—	6,816,788.69
LTIP 2020	6 May 20	6 May 23	989.61	60.0	5,389	—	3,953,672.18	—	5,071,011.38
LTIP 2021	14 Apr 21	14 Apr 24	2,159.21	60.0	—	—	—	—	—
BSP 2017	13 Apr 17	13 Apr 20	367.15	100.0	—	—	—	—	—
BSP 2018	15 Feb 18	15 Feb 21	321.33	100.0	—	—	—	—	—
BSP 2019	13 Feb 19	13 Feb 22	755.89	100.0	—	—	—	—	—
BSP 2020	12 Feb 20	12 Feb 23	1,334.60	100.0	—	—	—	—	—
BSP 2021	1 Mar 21	1 Mar 24	1,780.78	100.0	—	—	—	—	—
Total					36,946	8,395,235.03	17,452,131.05	15,580,108.60	11,887,800.07
LN Mogaki ⁸ (former prescribed officer) exit 31 Dec 2021									
LTIP 2017	13 Apr 17	13 Apr 20	367.15	98.0	11,379.00	8,395,235.03	—	—	—
LTIP 2018	20 Apr 18	20 Apr 21	321.33	55.3	13,491	—	16,496,255.16	15,580,108.60	—
LTIP 2019	16 Apr 19	16 Apr 22	755.89	65.0	6,079	—	4,831,522.73	—	6,196,987.95
LTIP 2020	6 May 20	6 May 23	989.61	60.0	4,899	—	3,594,180.74	—	4,609,924.80
LTIP 2021	14 Apr 21	14 Apr 24	2,159.21	60.0	—	—	—	—	—
BSP 2017	13 Apr 17	13 Apr 20	367.15	100.0	6,561	4,939,383.24	—	—	—
BSP 2018	15 Feb 18	15 Feb 21	321.33	100.0	8,176	—	9,997,285.76	14,635,394.84	—
BSP 2019	13 Feb 19	31 Dec 21	755.89	100.0	3,698	—	4,521,766.48	6,718,415.46	—
BSP 2020	12 Feb 20	31 Dec 21	1,334.60	100.0	2,082	—	2,545,786.32	3,782,515.14	—
BSP 2021	1 Mar 21	31 Dec 21	1,780.78	100.0	882	—	—	1,602,391.14	—
Total					57,247	13,334,618.27	41,986,827.19	42,318,825.18	10,806,912.75

¹ The 90-day volume-weighted average price (VWAP) for determining the fair value of unvested awards at 31 December 2020 is R1,222.76 per share rounded.

² The 90-day VWAP for determining the fair value of unvested awards at 31 December 2021 is R1,568.32 per share rounded.

³ The value of R1,790.04 and R2,088.34 per share was used for settlement of the 2018 BSP and LTIP awards, which vested at 100% and 55.3% respectively.

⁴ C McCleave and H Ingram participate on the Group share incentive structures of which shares are awarded and traded on the London Stock Exchange. Fair value for 2020 is shown at a mid market quota price of GBP 21.50 per share and fair value for 2021 is shown at a mid market quota price of GBP 27.40 per share.

⁵ H Ingram exercised his vested shares in 2020 at GBP 19.43 per share rounded, and his vested awards in 2021 were exercised at GBP 29.62 per share rounded.

⁶ C McCleave received 2 tranches of unconditional share awards when he joined Anglo American on 18 January 2021.

⁷ CI Griffith's 2018 and 2019 BSP vesting has been accelerated to the mutual separation agreement termination date of 31 March 2021 at a vesting price of R2,155.96 per share.

⁸ LN Mogaki received her accelerated BSP awards, as per her remco-approved mutual separation agreement, at 31 December 2021 at a share price of R2,179.19 per share.

Non-executive directors' fees

Increase in fees

Fees payable to non-executive directors are annually benchmarked to industry and size-based comparators. 2021 was the final year to approve adjustments as per the previously reported catch-up strategy to align NED fees to the industry median for each respective designation. Proposed NED fees include a 5% inflationary increase as well as a proposed additional increase to certain committee fees based on the outcome of an industry comparator group benchmark in 2020 and 2021 as part of the three-year catch up adjustment plan. Committee members that lag the industry comparator group median by less than 5% will receive a proposed lower percentage adjustment to align to the median of the peer group and will not receive the 5% inflationary increase. Refer to resolution 8 in the notice for the proposed adjustments for 2022 to be approved by shareholders at the 2022 AGM.

Remuneration report continued

Part 3: Implementation of policies for the financial year continued

The tables below reflect non-executive fees for 2021 and 2020

Current	Financial year	Directors' fees R	Ad hoc committee meeting R	Committee fees R	Total remuneration R
M Cutifani ^{3,8}	2021	496,138	31,500	142,957	670,595
	2020	423,616	28,000	130,510	582,126
RMW Dunne ¹⁰	2021	—	—	—	—
	2020	155,900	28,000	470,500	654,400
N Mbazima ^{2,3,5,6}	2021	2,729,271	31,500	651,097	3,411,868
	2020	2,239,020	28,000	621,453	2,888,473
NP Mageza ^{1,3,4}	2021	1,620,360	31,500	611,712	2,263,572
	2020	1,287,491	28,000	559,330	1,874,821
NT Moholi ^{2,4,5,6}	2021	496,138	31,500	789,051	1,316,689
	2020	467,913	28,000	739,531	1,235,443
D Naidoo ^{1,2,4}	2021	496,138	31,500	477,095	1,004,733
	2020	400,574	28,000	442,365	870,939
A O'Neill ⁸	2021	287,057	31,500	—	318,557
	2020	433,242	28,000	—	461,242
JM Vice ^{1,4,6}	2021	496,138	31,500	667,126	1,194,763
	2020	443,736	28,000	538,682	1,010,418
S Pearce ⁸	2021	287,057	31,500	—	318,557
	2020	433,242	28,000	—	461,242
D Emmett ^{5,6,9}	2021	—	—	406,975	406,975
	2020	—	—	363,780	363,780
T Leoka ^{2,4,5}	2021	496,138	31,500	420,705	948,342
	2020	202,010	—	67,224	269,234
R Dixon ^{4,6}	2021	496,138	31,500	292,464	820,101
	2020	202,010	—	47,633	249,643
A Michaud ^{5,6}	2021	209,081	—	49,292	258,373
	2020	—	—	—	—
N Fakude ^{2,6}	2021	209,081	—	49,472	258,553
	2020	202,010	—	47,633	249,643
Total	2021	8,318,732	315,000	4,557,946	13,191,678

¹ Audit and risk committee.

² Remuneration committee.

³ Nomination committee.

⁴ Corporate governance committee.

⁵ Social, ethics and transformation committee.

⁶ Safety and sustainable development committee.

⁷ Directors' fees ceded to Anglo Operations Limited (AOL), a wholly owned subsidiary of Anglo American plc.

⁸ Directors' fees ceded to Anglo American Services UK Limited, a wholly owned subsidiary of Anglo American plc.

⁹ D Emmett is not a director but a committee member only.

¹⁰ RMW Dunne resigned from the board on 16 April 2020.

Deviation from policy

There were no deviations from the remuneration policy. The remuneration committee is satisfied that all remuneration practice and application is in line with the remuneration policy.

Advisory vote on implementation report

The implementation report will be tabled annually at the AGM for a non-binding advisory vote by shareholders. Anglo American Platinum commits to engage with shareholders and address any part or parts of the implementation of the remuneration policy in the event of votes against the policy by 25% or more of the votes exercised.

Social, ethics and transformation committee report



Nombulelo Moholi
Chairperson

Purpose and strategy issues



We are pleased to present the social, ethics and transformation (SET) committee report for the year ended 31 December 2021. This report has been prepared in terms of the requirements of section 72(8) of the Companies Act 2008 (the Act), and its associated regulations.

Membership and attendance are set out below

Members	Committee member since	Board status	Meeting attendance
NT Moholi	25 October 2013	Chairman of the committee	4/4
DTG Emmett	23 April 2012	Chairman of safety and sustainable development committee	4/4
T Leoka	23 October 2020	Non-executive director	4/4
L Mogaki (resigned)	24 April 2013 until 31 August 2021	Executive head: human resources	3/3
NB Mbazima	15 April 2019	Non-executive director	4/4
Y Mfola (appointed)	23 October 2020	Executive head: corporate affairs	4/4
A Michaud-Ahmed	21 October 2021	Non-executive director	0/0
V Tyobeka (appointed)	21 October 2021	Executive head: human resources	1/1

Social, ethics and transformation committee report continued

The committee's main purpose is to assist the board in discharging its duties and to make recommendations to the board on sustainability, stakeholder management, good corporate citizenship, community development, ethics management, labour and employment and managing the broad-based black economic empowerment aspect. The committee also reports to shareholders at the annual general meeting.

Nombulelo Moholi
Chairperson

Lorato Mogaki resigned on from the committee on 31 August 2021. Virginia Tyobeka and Anik Michaud were appointed on 21 October 2021. The chief executive officer, a representative from group legal, the head of social performance, the head of transformation and the head of sustainability attend meetings by invitation to update the committee on the social, sustainability and business activities of the company.

The terms of reference are reviewed annually by the committee and board. The committee continues to monitor the company's performance on social and ethical matters, considering relevant legislation and prevailing codes of best practice. It also ensures the company adheres to good corporate citizenship standards.

The performance of the committee is reviewed as part of the board and committee evaluation process. The outcome of this year's process indicated that the committee has strong leadership and focused on the required agenda items emanating from its terms of reference.

Key focus areas in 2021 meetings included

	February	<ul style="list-style-type: none"> – 2020 ESG report and alignment of ESG focus areas – Community empowerment initiatives and community engagement – Sustainable mining plan and compliance to our social and labour plans (SLP) – Human resources including employment equity, skills development and broad-based black economic empowerment (BBBEE) – Review of significant legal matters.
	April	<ul style="list-style-type: none"> – Community empowerment initiatives and community engagement – SLP2 and roll-out plan for SLP3 (second and third-round SLPs respectively) – Business infringements in 2021 – Transformation framework, including the integrated transformation strategy.
	July	<ul style="list-style-type: none"> – Community empowerment initiatives and community engagement – Human resources including employment equity, skills development and BBBEE – Review of significant legal matters.
	October	<ul style="list-style-type: none"> – BBBEE rating application and approved strategy – Human resources including employment equity, skills development – Section 28(2)c of the MPRDA five-year implementation plan – Culture in Action programme, including our responses and plans on gender-based violence and violence prevention – Sustainable mining plan and compliance to our social and labour plans – Stakeholder engagement initiatives – ESG report planning – Determination of our material issues process and providing input to material issues – Our approach to safety and security of our workforce and communities, aligned with the voluntary principles on security and human rights.

Activities of the committee

Adding value in 2021	2022 and beyond
Sustainability and stakeholder management The committee is responsible for providing assurance to the board on the integrity of sustainability information and stakeholder management. <ul style="list-style-type: none"> – Approved the social elements of the ESG report and ESG focus areas to build shared value with stakeholders and host communities – Received regular reports from the safety and sustainable development (S&SD) committee for assurance on progress towards board-approved objectives for safety, health and environment and sustainability matters, including the sustainable mining plan and community response plan to Covid-19 – Reviewed material issues identified for 2021, disclosing information on matters that substantively affect the organisation's ability to create value over the short, medium and long term – Approved the assurance audit schedule and key performance indicators assessed in the 2021 assurance audit. 	<ul style="list-style-type: none"> – Continue to receive feedback from the S&SD committee for assurance on progress against board and strategy objectives on SHE matters, including updates on the Covid-19 response plan – Continue to oversee materiality assessment by reviewing and guiding the process of identifying material issues. Approve the selection of assurance audit service providers; approve key performance indicators to be assessed in annual assurance audit and monitor audit results – Maintain oversight on progress in implementing sustainable mining plan – Monitor engagements with key stakeholders on sustainability-related matters.

Adding value in 2021	2022 and beyond
<p>Good corporate citizenship and community development</p> <p>The committee is responsible for monitoring delivery of commitments to host communities and in non-local areas. In addition, it reviews ongoing engagements and challenges with various stakeholders as well as progress towards commitments set out in our strategy.</p> <p>Monitored progress in implementing the Anglo American social way 3.0 transition plans towards full compliance by end-2022, specifically:</p> <ul style="list-style-type: none"> – Received feedback on progress towards commitments made to communities around mining operations. These included the schools support programmes, interfaith programme, Covid-19 response plan and WeCare programme, as well as sustainable mine plan implementation – Reviewed progress on the close out of SLP2 projects and roll-out plan of SLP3 – Reviewed our approach to historical resettlement and legacy issues – Approved the expanded municipal capacity development programme, focusing on embedding key skills and systems through collaborative infrastructure development projects. 	<ul style="list-style-type: none"> – Continuously monitoring delivery against SLP2 and SLP3 – Monitor progress in implementing Anglo American social way 3.0 – Provide oversight on SLP3 development and implementation – Receive feedback on key engagements with stakeholders, issues raised and mitigating actions.
<p>Ethics management</p> <p>Ensure the potential impact of business decisions is fully considered against the company's values, ethics and reputation.</p> <ul style="list-style-type: none"> – Received an overview of all material legal matters, identified risks and recommended mitigation steps relevant to the committee's terms of reference – Received an update on the 10 principles set out in the United Nations Global Compact Principles and the Organisation for Economic Co-operation and Development (OECD) recommendations regarding corruption as required by regulation 43 of the Act – Reviewed business integrity infringements report, highlighting current crime trends and patterns, including PGM and base metal-related attempted theft incidents; cases investigated and criminal arrests; incidents of fraud, corruption and dishonesty; incidents of sexual harassment and misconduct; illegal mining; vendor screening; community unrest, marches and disruptions to operations and technical surveillance countermeasures – Considered our refreshed approach to safety and security at operations to address increased criminal risks due to socio-economic effects of Covid-19 and low economic growth. 	<ul style="list-style-type: none"> – Continue to monitor progress with material legal matters affecting the company as these relate to the mandate of the committee – Regularly review business integrity infringements and corrective management actions relating to PGM and base metal incidents, as well as unethical practices – Annually review the company's ethics policies, code of conduct and processes and consider their effectiveness.
<p>Labour and employment</p> <p>The committee is responsible for reviewing strategic people related issues, including progress on transformation and major employee relations issues; performance on human resource development (HRD) and retention against internal transformation targets, critical skills and legislative imperatives:</p> <ul style="list-style-type: none"> – Reviewed the roll-out of our Covid-19 vaccine programme in support of South Africa's vaccination programme, which included equipping community-based centres – Reviewed progress with five-year plan to fully comply with workforce requirements of Section 28(2)c of the MPRDA – Reviewed the company culture work, focusing on implementation of our desired culture to active our strategy, building on organisational cultural transformation to the new approach which is underpinned by systems leadership and Anglo American operating model – Received an introduction to the organisational effectiveness programme and plan to reduce complexity through well-defined and structured work that will unlock innovation as part of the company's strategy – Conducted a focused session on our zero-tolerance approach and responses to gender-based violence and violence prevention. 	<ul style="list-style-type: none"> – Continually review and align HRD responses to the company strategy, as well as broader trends in the people and employment fields – Ongoing review of all transformational imperatives and monitor progress against internal transformational targets – Monitor implementation of five-year compliance plan against Section 28(2)c of the MPRDA targets – Monitor implementation of new approach to company's culture work and organisational effectiveness plan.

Social, ethics and transformation committee report continued

Adding value in 2021	2022 and beyond
Managing broad-based black economic empowerment Review and monitor the company's BBBEE status and Section 28(2)c of the MPRDA compliance. <ul style="list-style-type: none"> Reviewed five-year implementation plan for Section 28(2)c of the MPRDA, specifically how it integrates with the business strategy and value creation for all stakeholders Reviewed progress towards targets in Section 28(2)c of the MPRDA Reviewed the company's BBBEE status and rating application Monitored correct balance in transformation activities in terms of providing adequate skills and maintaining stability in the company Reviewed our transformation framework, focusing on employment equity, skills development, inclusive procurement, socio-economic development and ownership. 	<ul style="list-style-type: none"> Reviewing and aligning five-year implementation plan with requirements of Section 28(2)c of the MPRDA and company strategy Ongoing review and alignment of all transformational imperatives in line with business strategy and external transformational environment Providing strategic guidance on maintaining the correct balance between achieving our transformational objectives, external transformational requirements mix and maintaining stability in the company.

Cross-referencing table

As some of the committee's responsibilities and deliberations overlap with other board committees, detailed policy and performance information appear in other sections of the integrated and ESG reports.

SET committee priorities	Activities monitored by the committee	Page reference: integrated annual report (IAR); environmental, social and governance report (ESG)
Social and economic development	Performance against UN Global Compact principles	ESG page 116
	Human rights	ESG page 116
	Labour	ESG pages 39–49
	Environment	ESG pages 52–81
	Anti-corruption	ESG page 106 and IAR page 25
	Employment equity performance	ESG page 192
	Broad-based black economic empowerment	ESG page 48
Good corporate citizenship and community development	Business integrity policy and code of conduct	ESG page 106 and IAR page 25
	Community development policy, strategy and performance	ESG pages 86– 100
Safety, health and environment	Safety policy, strategy and performance	ESG pages 27–32
	Health policy, strategy and performance	ESG pages 34–38
	Environmental policy, strategy and performance	ESG pages 52–81
Stakeholder management	Addressing stakeholder expectations and maximising community benefit	ESG pages 108 and IAR page 63
Labour and employment	Employment and labour practices, policy and performance	ESG pages 39–49

Conclusion

The committee is satisfied it has discharged its responsibilities in line with its terms of reference, King IV and the Act for the financial year in review.

On behalf of the committee



Nombulelo Moholi
Chairperson

Johannesburg
17 February 2022

Safety and sustainable development committee report



Dorian Emmett
Chairman

Purpose and strategy issues



Driving a culture of zero harm

We are pleased to present the safety and sustainable development (S&SD) committee report for the year ended 31 December 2021.

Composition and governance

The committee comprises the chairman, three independent non-executive directors, three non-executive directors, the chief executive officer and executive heads: projects and environment, and safety, health and asset reliability.

Collectively, members have the necessary expertise and knowledge to enable the committee to perform its functions effectively.

Committee members are set out below, with Nolitha Fakude and Anik Michaud being appointed on 21 October 2021 and post the October meeting of the committee.

The committee has several invitees who routinely attend to provide feedback on the group's sustainability activities and performance, including:

- Senior manager: SHE reporting and business support
- Executive heads: corporate affairs, human resources, process, operational and technical excellence.

Safety and sustainable development committee report continued

The purpose of the committee is to assist the board in ensuring that company operations are conducted in a responsible way that achieves a sustainable balance between economic, social and environmental aspects.

Dorian Emmett
Chairman



Membership and attendance at meetings

Members	Committee member since	Board status	Meeting attendance
DTG Emmett	21 July 2006	Chairman of the committee	4/4
R Blignaut	23 October 2020	Executive head: safety, health and asset reliability	4/4
R Dixon	23 October 2020	Independent non-executive director	4/4
N Fakude (appointed)	21 October 2021	Non-executive director	0/0
A Michaud (appointed)	21 October 2021	Non-executive director	0/0
NB Mbazima	15 April 2019	Non-executive director	4/4
NT Moholi	30 October 2013	Independent non-executive director	4/4
P Moodliar	23 October 2020	Executive head: projects and environment	4/4
JM Vice	10 February 2017	Independent non-executive director	4/4
N Viljoen	23 October 2020	Chief executive officer	4/4

The committee executes its duties and responsibilities in line with its terms of reference, applicable laws and/or regulatory requirements or based on board requests, to provide assurance on progress towards board and strategy objectives.

Its terms of reference are reviewed annually by the board. Its performance is reviewed as part of the board and committee evaluation process. The outcome of this year's review process indicated that the committee has strong leadership and focused on the appropriate agenda items aligned with the terms of reference.

Key focus areas in 2021 meetings included:

	February	<ul style="list-style-type: none"> – Review of 2020 ESG report and received assurance statements – Review, assess and monitor SHE performance, and compliance with company standards and applicable legal and regulatory requirements – Reviewed SHE audits as per legal and company requirements, and reviewed outcomes and management response – Approved SHE objectives and targets for 2021 year.
	April	<ul style="list-style-type: none"> – Review, assess and monitor SHE performance, and compliance with company standards and applicable legal and regulatory requirements – Reviewed SHE audits as per legal and company requirements, and reviewed outcomes and management response – Reviewed our environmental strategy and alignment to our strategic pillar of being a leader in ESG – Considered emerging material legislative SHE trends impacting the company.
	July	<ul style="list-style-type: none"> – Review, assess and monitor SHE performance, and compliance with company standards and applicable legal and regulatory requirements – Reviewed SHE audits as per legal and company requirements, and reviewed outcomes and management response – Received an update on implementation of our sustainable mining plan and considered progress on key initiatives – Health, wellness and hygiene focus area, including the status and programmes in combating HIV, TB and occupation health and disease management – Monitored the impact of Covid-19 and our vaccine roll-out to ensure an adequate response to current and future waves for employees, contractors and mine communities – Considered material issues at our non-managed joint ventures.
	October	<ul style="list-style-type: none"> – Review, assess and monitor SHE performance, and compliance with company standards and applicable legal and regulatory requirements – Reviewed SHE audits as per legal and company requirements, and reviewed outcomes and management response – Received feedback on our elimination-of-fatalities programme and systems to address underlying safety challenges – Benchmarked safety performance and nature of incidents against performance versus the broader mining industry – Monitored standards and governance structures for management of our tailings storage facilities – Considered the effectiveness of our asset integrity programme in ensuring safe, reliable and stable operations – Overview of materiality process, approval of key performance indicators and assurance scope for ESG matters.

Specific activities of the committee in 2021

Summary of salient matters reviewed and discussed, as well as decisions, at committee meetings in 2021:


Safeguarding value for our stakeholders in 2021	Focus for 2022 and beyond
Governance, regulatory and reporting <ul style="list-style-type: none"> – Considered reports from management, and internal and external assurance providers, on compliance with legal and regulatory requirements – Received finalised audit findings from external auditors on assured selected data in 2020 integrated annual report and ESG report. The committee noted significant improvements on the prior year, with reduced risk of data errors from more formalised procedures, greater management oversight, and increased documentation of internal processes – Reviewed outcomes of materiality assessment process to inform content of 2021 integrated annual report and ESG reports – An assurance scope and key performance indicators were identified, and audit schedule approved for 2021 reports. 	<ul style="list-style-type: none"> – Maintain governance processes in line with best practice – Monitor regulatory reporting requirements and ensure compliance.

Safeguarding value for our stakeholders in 2021	Focus for 2022 and beyond
Strategic direction and business objectives <ul style="list-style-type: none"> – Reviewed SHE elements of the company's strategic and business plan, and validated proposed 2021 SHE objectives and targets at business and operational level, as well as agreed planned work for 2021 – Reviewed progress in implementing the refreshed sustainable mining plan (SMP) process schedule for all operations – Reviewed changes to mining strategy for mechanisation and modernisation of Amandelbult – Monitored company's ongoing response and management strategy to Covid-19 pandemic. 	<ul style="list-style-type: none"> – Oversee implementation of company's SHE and SMP.
Management systems and processes <ul style="list-style-type: none"> – Received a report on management systems and assurance programmes implemented across all managed operations – Received a progress update on our elimination-of-fatalities programme and achievement to targets – Implemented multiyear safety management programme at our process operations and considered practices for identification and mitigation of residual process safety risk. 	<ul style="list-style-type: none"> – Oversee progress in ensuring all operations are certified against targeted ISO management system standards.
Risk management <ul style="list-style-type: none"> – Reviewed outcomes of operational risk assurance and verification work conducted, noting improvements across priority findings – Approved proposed ORA audit plan for 2022 – Noted deployment of wearable technology, focusing on social-distancing enforcement and contact tracing as part of company's strategy and operational control strategies to mitigate Covid-19 infection – Monitored risk management programme and controls in relation to our tailings storage facilities – Oversee materiality assessment process to identify material issues – Set the assurance scope for key sustainability performance indicators. 	<ul style="list-style-type: none"> – Monitor progress of operations in implementing operational risk management (ORM) as a core business process, meeting ORM targets across all key performance indicators and ensuring stable ORM processes.
 SHE performance <ul style="list-style-type: none"> – Received and discussed SHE performance reports (pages 26–38 and 50–83) – Reviewed all serious and high-potential SHE-related incidents; obtained assurance that learnings and controls were shared to prevent repeats – Safety performance reviews focused on key safety management initiatives, performance trends, challenges and focus areas in 2021 – Reviewed health focus issues, initiatives and performance against selected metrics, with emphasis on assessing and monitoring management of Covid-19 risks and the company's vaccine roll-out programme – Environmental focus areas included reviewing key value levers of environmental strategy and progress towards environmental goals in the group sustainable mining plan, focusing on water, climate change and energy, land stewardship, rehabilitation, waste and emissions, and biodiversity. 	<ul style="list-style-type: none"> – Eliminating and preventing fatalities is paramount – Focus on building a Culture in Action — a purpose-led, values-driven, high-performance culture in pursuit of delivering our strategic objectives – Oversee company commitment to collaborative stakeholder initiatives to make the industry safer – Continue to assess opportunities to drive best and innovative practices in SHE performance.
Legal matters <ul style="list-style-type: none"> – Followed progress on emerging material legislative SHE trends and developments, including those regulating financial provision and environmental audits – Continued to monitor and require feedback on key environmental and social matters in relation to investigating sources, impacts and solutions to nitrates generally in Limpopo province and surrounding the Mogalakwena operation, and engagements with Department of Water and Sanitation to progress the next phase of governance of the Lebalelo water project. 	<ul style="list-style-type: none"> – Monitor legislative developments – Monitor developments with material legal engagements and associated implications for the business, providing guidance where applicable.

For more information on our sustainability performance and SHE-related activities, please see the referencing table below.

Cross-referencing table

As some of the committee's responsibilities and deliberations overlap with other board committees, detailed policy and performance information appear in other sections of the integrated and ESG reports.

S&SD committee priorities	Activities monitored by the committee	Page reference: integrated annual report (IAR); SG report
Environment management	Waste management	ESG page 76 
	Closure and rehabilitation	ESG page 82
	Biodiversity and land stewardship	ESG page 68
	Air quality and emissions	ESG page 79
	Water	ESG page 64
	Climate change and energy	ESG page 58
	Mineral residue facilities	ESG page 74
Safety	Safety performance	ESG page 27
Health	Occupational health	ESG page 36
	Wellness	ESG page 36
Sustainability	Material issues	ESG page 8
	Sustainable mining plan	ESG page 15

Conclusion

The committee is satisfied that it has discharged its responsibilities in line with its terms of reference for the review period.

On behalf of the committee



Dorian Emmett
Chairman

Johannesburg
17 February 2022

Nomination committee report



Norman Mbazima
Chairman



We are pleased to present the nomination committee report for the year ended 31 December 2021. The board is effective in overseeing critical business areas, and has opportunities to shift to a more future-focused approach, focusing on its composition, succession and proactively providing feedback on director effectiveness and managing performance.

Composition and governance

The board is satisfied that committee members have the knowledge and experience to carry out their duties. Membership and attendance are set out below:

Members	Committee member since	Board status	Meeting attendance
NB Mbazima	1 April 2019	Non-executive director and chairman	3/3
PN Mageza	19 October 2019	Lead independent director	3/3
M Cutifani	26 April 2013	Non-executive director	3/3


The chief executive officer attends by invitation.

The committee's main objective is to monitor the effectiveness of the board and performance of directors, and to make recommendations to the board on changes to the governing body to ensure adequate succession planning and to identify skills to be retained or enhanced in support of the company achieving its strategic priorities.

The committee executes its duties and responsibilities in line with its terms of reference in three key areas: board structure, size and composition; board effectiveness and director performance; and succession planning. The terms of reference are reviewed annually by the board.

Its performance is assessed as part of the board-assessment process. The outcome of this year's process indicated that the committee is highly effective, with strong leadership and focus on the right agenda items emanating from its terms of reference.

Key focus areas in 2021 meetings included

	February	<ul style="list-style-type: none"> – Company secretary assessment in terms of the JSE – Considered directors retiring by rotation and recommendations for their re-election – Approval of board-evaluation scope and approach – Board structure, size and composition.
	July	<ul style="list-style-type: none"> – Considered board succession – Reviewed board committees' structures and composition – Presentation of board-evaluation outcomes.
	October	<ul style="list-style-type: none"> – Considered board structure, size and composition – Reviewed board committees' structures and composition – Review and approval of its terms of reference – Overview of succession and talent-management process.

Activities of the committee in 2021

During the year, the committee fulfilled the following duties:

Adding value in 2021	2022 and beyond
Board structure, size and composition <ul style="list-style-type: none"> – Considered board composition and representation of majority shareholder; recommended to the board the appointment of Nolitha Fakude and Anik Michaud as non-executive directors to replace Stephen Pearce and Tony O'Neill, who stepped down – Considered board committee structures and composition; recommended to the board changes to the composition of the remuneration committee, social, ethics and transformation committee, safety and sustainable development committee, and governance committee – Reviewed board succession blueprint and updated relevant sections on retirement and rotation, board structure and skills matrix and succession plan over the short to medium term. 	<ul style="list-style-type: none"> – Ongoing review and consideration of board structure, size and composition aligned to governance best practice and strategic priorities – Continued focus on board committee effectiveness, ensuring committees remain effective and that the board's delegation to committees remains appropriate – Update of board current view of skills/experience/diversity most necessary to support strategy.

Nomination committee report continued

Adding value in 2021	2022 and beyond
Board effectiveness and director performance <ul style="list-style-type: none"> – Considered the independence, performance and contribution of directors standing for re-election and recommended to shareholders a vote in favour of electing retiring directors – Approved independent board assessment and culture diagnostic – Having assessed the abilities, competence and effectiveness of the company secretary, the committee was satisfied that she was suitably qualified and competent to act as company secretary. 	<ul style="list-style-type: none"> – Consider priority items and key opportunities proposed in the board-assessment outcome that would maximise its impact and develop a roadmap for effective implementation – Continue engaged decision-making in the boardroom by encouraging participation from all board members and preparation and engagements during meetings and site visits.
Succession planning <ul style="list-style-type: none"> – Concluded on relevance of board-succession blueprint and skills matrix to support orderly rotation of directors reaching a nine-year tenure to ensure a focused transition that retains skills and experience in key areas. 	<ul style="list-style-type: none"> – Ongoing focus on board succession, ensuring retention of skills in key areas and addition of critical skills linked to strategy – Oversee company's executive talent-management process to obtain insights on internal bench strength for succession of key executive positions.
Governance <ul style="list-style-type: none"> – Reviewed its terms of reference, which were approved by the board. 	<ul style="list-style-type: none"> – Continue to monitor governance best practice on board leadership, culture and activities to ensure the committee's mandate remains relevant.

Conclusion

The committee is satisfied it has considered and discharged its responsibilities in line with its terms of reference in the review period.

On behalf of the committee



Norman Mbazima
Chairman

Johannesburg
17 February 2022

Independent assurance statement to the management and stakeholders of Anglo American Platinum Limited

Introduction

Anglo American Platinum Limited (Anglo American Platinum) commissioned IBIS ESG Consulting Africa (Pty) Ltd (IBIS) to conduct an independent third-party assurance engagement in relation to select sustainability information in the Integrated Report and Environmental, Social and Governance (ESG) Report (the Reports) for the financial year that ended 31 December 2021.

IBIS is an independent licensed provider of sustainability assurance services. Petrus Gildenhuys led the assurance team with support from multidisciplinary health, safety, social, environmental and

assurance specialists with extensive experience in sustainability reporting. Petrus is a Lead Certified Sustainability Assurance Practitioner (LCSAP) with more than 25 years of experience in sustainability performance measurement involving advisory and assurance work.

Assurance standard applied

This assurance engagement was performed in accordance with AccountAbility's AA1000AS v3 (2020) ("AA1000AS") and was conducted to meet the AA1000AS Type II Moderate and High-level requirements respectively, as indicated below.

Respective responsibilities and IBIS' independence

Anglo American Platinum	IBIS
Anglo American Platinum is responsible for preparing its Integrated Report and Environmental, Social and Governance Report and collecting and presenting sustainability information within the Reports.	IBIS' responsibility is to the Directors of Anglo American Platinum alone and in accordance with the scope of work and terms of reference agreed with Anglo American Platinum.
Anglo American Platinum is also responsible for maintaining adequate records and internal controls that support the reporting processes.	IBIS applies a strict independence policy and confirms its impartiality to Anglo American Platinum in delivering the assurance engagement.

Assurance objectives


The purpose of the assurance engagement was to provide the management of Anglo American Platinum and its stakeholders with an independent assurance opinion on whether the Reports meet the following objectives:

- Adherence to the AA1000AP (2018) AccountAbility Principles of Inclusivity, Materiality, Responsiveness and Impact
- Fair reporting on a selection of operational disclosures for High and Moderate assurance levels, respectively, as indicated with a symbol in the report and presented below.



Level of assurance	Key performance indicators	Unit of measurement
High assurance 	Total work-related fatal injuries	Number
	Fatal injury frequency rate (FIFR)	Rate
	Total recordable case frequency rate (TRCFR)	Rate
	Total number of new cases of noise-induced hearing loss (NIHL)	Number
	Energy Used	GJ (Million)
	Total Scope 1 emissions	MtCO ₂ (e)
	Total Scope 2 emissions	MtCO ₂ (e)
	Total number of Level 3, 4 and 5 environmental incidents reported	Number
	Employment equity as per Section 28(2)c of the MPRDA	%
	Corporate Social Investment Spend	USD (million)
	Total Employee Turnover (excluding Voluntary Severance Packages)	Number

Independent assurance statement to the management and stakeholders of Anglo American Platinum limited continued

Level of assurance	Key performance indicators	Unit of measurement
Moderate assurance 	Total number of employees potentially exposed to inhalable hazards over the occupational exposure limit	Number
	Total number of employees potentially exposed to carcinogens over the occupational exposure limit	Number
	Total number of employees who know their HIV status	Number
	Hazardous waste and Non-Hazardous waste to landfill	t (tonnes)
	Water Withdrawals (including, groundwater, surface water and third-party water)	ML (Mega litres)
	Land Rehabilitation - Reshaping: Land Rehabilitation - growth material construction completed and Land Rehabilitation - seeding completed	ha (hectares)
	Exposure to noise \geq 85dB	Number
	Level 3, 4 and 5 social incidents	Number

Work performed by IBIS

IBIS performed the assurance engagement in accordance with the AA1000AS Type II requirements. The following suitable assessment criteria were used in undertaking the work:

- AA1000AP (2018) adherence criteria for the Principles of Inclusivity, Materiality, Responsiveness and Impact
- Anglo American operational Safety and Sustainable Development Indicator Definitions and Guidance Notes.

Our assurance methodology included:

- Telephonic interviews with relevant functional managers from head office and operations to understand and test the processes in place for adherence to the AA1000AP (2018) stakeholder engagement principles and disclosure of the selected disclosures in the assurance scope.
- IBIS conducted site visits to corporate head office in Rosebank, Dishaba mine, Tumela mine, Amandelbult services, Amandelbult concentrator, Waterval smelter (WVS), RBMR (Rustenburg Base Metals), Mogalakwena Mine, and Mogalakwena concentrators operations. A desktop review was conducted for Unki Mine, and Unki concentrator. The review of data involved testing, on a sample basis, the measurement, collection, aggregation and reporting of selected sustainability information.
- IBIS inspected and corroborated supporting evidence to evaluate the data generation and reporting processes against the assurance criteria.
- Reporting the assurance observations to management as they arose to provide an opportunity for corrective action before completing the assurance process.
- IBIS assessed the presentation of information relevant to the scope of work in the report to ensure consistency with the assurance observations.

Engagement limitations

IBIS planned and performed the work to obtain all the information and explanations believed necessary to provide a basis for the assurance conclusions for High and Moderate levels of assurance, respectively, following AA1000AS v3.

The procedures performed at a Moderate assurance level vary in nature. They are less extensive than for High Assurance concerning risk assessment procedures, including an understanding of internal control and the procedures performed in response to the assessed risks. As a result, the level of assurance obtained for a Moderate assurance engagement is lower than for High Assurance as per AA1000AS v3.

Conversion factors used to derive emissions and energy from fuel and electricity consumed are based on information and factors derived by independent third parties. The assurance work did not include an examination of the derivation of those factors and other third-party data.

Assurance conclusion

High assurance opinion

In our opinion, based on the work undertaken for High Assurance as described, we conclude that the subject matters in the scope for High Assurance have been prepared in accordance with the defined reporting criteria and are free from material misstatement.



Moderate assurance opinion

In our opinion, based on the work undertaken for Moderate Assurance as described, we conclude that the subject matters in the scope for Moderate Assurance are supported by the evidence obtained.



Key observations and recommendations

Based on the work set out above, and without affecting the assurance conclusions, the key observations and recommendations for improvement are as follows:

In relation to the AA1000AP (2018) principles

Inclusivity: Anglo American Platinum has made a public commitment through the CEO statement in the Integrated Annual Report towards being accountable to its stakeholders. A Stakeholder Engagement Strategy and Standard outlines the organisation's relations with and approach to stakeholder engagement and applies to all operations, departments, explorations and contractors. Through the Anglo American social way 3.0 requirements, each operation implements a Stakeholder Engagement Plan that includes issues mapping, an engagement strategy, roles and responsibilities, milestones and targets. Stakeholder issues are reported periodically during the year to the Anglo American Platinum's Safety and Sustainable Development (S&SD) and Social, Ethics and Transformation (SET) Committees. IBIS recommends that Anglo American Platinum continue with its stakeholders' inclusive engagement on its material sustainability topics and develop strategic responses to them.

Materiality: Anglo American Platinum annually carries out a materiality workshop with a wide spectrum of relevant internal and external stakeholders to map, refine and prioritise Anglo American Platinum's material issues based on their potential impact and Anglo American Platinum's ability to influence these. The established materiality determination process was reperformed in 2021 and involved both internal and external stakeholders to reflect developing material issues. This process is integrated with the Integrated Risk Management (IRM) process and links material issues to the company's key risks. A Materiality Assessment Report was presented to the Board for consideration, input and integration into the corporate strategy.

Responsiveness: Anglo American Platinum's responses to stakeholder issues observed across different stakeholder groups and case studies indicate a high level of maturity and accountability to stakeholder issues raised through the implementation of Stakeholder Engagement Plans. Responses to stakeholders were found to be directly related to the stakeholder concerns and were conducted in a timely, fair and appropriate manner without prejudice to the anyone stakeholder group. Grievance mechanisms are in place for timely receiving, assessing, resolving, and monitoring grievances from those affected by Anglo American Platinum's activities.

Impact: Anglo American Platinum implements a Sustainable Mining Plan, comprising ambitious goals and comprehensive progress measurement that aligns with 13 select United Nations Sustainable Development Goals (SDGs). A wide range of environmental and social impacts are presented qualitatively and quantitatively in the ESG Report, and the sustainability context of each is well explained. IBIS recommends that Anglo American Platinum maintains its ambitious Sustainable Mining Plan as a driver for positive sustainability impact.

In relation to the selected KPIs

IBIS observed that appropriate measures are in place to provide reliable source data related to the selected sustainability disclosures in the assurance scope. Anglo American Platinum has an established sustainability data management system, which assists with collecting and consolidating sustainability information.

Data inconsistencies identified during the assurance process mostly related to manual capturing errors on Enablon that were subsequently corrected. IBIS recommends that additional checks are performed against the supporting evidence and Enablon to ensure that figures are correctly calculated, entered, and reported on Enablon. Where possible, consider using automated systems and processes to eliminate or lessen human intervention and thus reduce the likelihood of data errors.

A comprehensive management report detailing specific findings and recommendations for continued sustainability reporting improvement has been submitted to Anglo American Platinum management for consideration.



Petrus Gildenhuys

Director, IBIS Environmental Social Governance Consulting Africa (Pty) Ltd

Johannesburg, 3 March 2022



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Appendices

For ease of reference, we include key five-year data tables in this section and refer readers to the relevant sections of this report for further detail.



Key ESG data

Environmental indicators

for the year ended 31 December

	2021	2020	2019	2018	2017
Materials – kilotonnes					
Rock broken – managed operations (100%)	96,826	89,234	91,570	97,369	98,340
Ore milled – managed operations (100%)	24,740	22,092	25,179	25,378	26,066
Accumulated low-grade stockpiles	59,350	61,407	60,500	59,909	55,710
Coal	135	110	129	134	142
Liquid petroleum gas (LPG)	7.07	4.87	6.1	5.68	4.62
Grease	0.26	25	0.29	0.29	0.34
Fuels – megalitres	90.04	76.35	74.38	79.55	74.88
Lubricating and hydraulic oils	4.08	2.44	13.12	2.83	7.66
Energy – terajoules					
Energy from electricity purchased	13,741	12,209	13,768	13,402	14,889
Energy from processes and fossil fuels	7,077	5,836	6,311	6,609	6,608
Total energy consumed	20,818	18,045	20,079	20,011	21,497
Energy intensity – GJ/tonne milled	0.84	0.82	0.80	0.79	0.82
Water – megalitres¹					
Total water withdrawal ²	42,623	43,796	47,363	43,872	46,229
Fresh water	9,832	9,891	11,001	10,828	9,588
Not fresh water	32,791	33,905	36,363	33,044	36,641
Groundwater:	14,424	13,443	14,510	13,954	13,897
Aquifer interception ³	12,086	11,936	13,054	12,158	12,266
Bore fields ⁴	1,373	795	910	1,181	1,049
Water entrained in ore	964	711	546	615	583
Surface water:	8,011	8,701	7,769	7,283	11,919
External surface water storage (rivers and dams)	1,052	1,356	1,531	1,245	1,094
Precipitation and runoff ⁵	6,959	7,345	6,238	6,038	10,825
Third party supply:⁶	20,188	21,652	25,085	22,635	20,412
Potable water ⁷	6,604	6,578	7,483	6,878	6,381
Lebalelo Water User Association ⁸	1,105	1,118	1,043	1,493	1,025
Industrial water ⁹	8,103	8,107	9,492	7,983	7,244
Waste water – treated sewerage effluent	4,377	5,848	7,067	6,282	5,762
Water intensity – m³/tonne milled¹⁰					
Total withdrawal intensity	1.72	1.98	1.88	1.74	1.98
Potable water intensity	0.267	0.298	0.297	0.273	0.273
Land – hectares					
Land under company charge for current mining activities	119,669	115,275	118,085	98,374	109,299
Company-managed land	32,652	37,701	40,511	41,594	43,240
Land altered for current mining and related activities	7,219	8,626	7,756	7,539	8,600
Total tailings dam area	1,229	1,127	1,127	1,316	1,564
Total waste-rock dump area	1,276	1,276	1,134	1,134	928
All land owned	11,054	11,054	11,054	13,685	13,685
Emissions – kilotonnes					
GHG emissions, CO ₂ (e) (scope 1 and 2 only)	4,522	3,943	4,436	4,118	4,612
Scope 2 – from electricity purchased	3,930	3,454	3,903	3,560	4,049
Scope 1 – internally generated from fossil fuels	592	488	533	558	563
Nitrous oxides ¹¹	NA	1,851	1,645	1,521	0,937
Sulfur dioxide ¹¹	NA	20,42	21,97	22,29	14,78
Particulates (point sources)	0.04	0.03	0.03	0.03	0.04
GHG emissions intensity – tonnes CO₂(e)/tonne milled	0.183	0.178	0.176	0.162	0.177
Discharge – megalitres					
Discharge to surface water	552	463	566	352	769

Environmental indicators continued

for the year ended 31 December

	2021	2020	2019	2018	2017
Quality					
Surface water quality monitored at all operations	Yes	Yes	Yes	Yes	Yes
Surface water quality deterioration off-site	Yes	Yes	Yes	Yes	Yes
Adverse surface water impact on humans	No	No	No	No	No
Groundwater quality monitored at all operations	Yes	Yes	Yes	Yes	Yes
Groundwater quality deterioration	Yes	Yes	Yes	Yes	Yes
Adverse groundwater impact on humans	No	No	No	No	No
Waste – kilotonnes					
Mineral waste accumulated in:					
Tailings dams (active and inactive)	464,500	443,089	422,180	400,059	467,072
Rock dumps	1,457,698	1,382,548	1,315,558	1,249,560	1,184,522
Slag dumps	7,901	7,378	6,902	6,340	5,820
Non-mineral waste generated					
Hazardous to landfill ¹²	0.02	1.19	2.61	5.6	9.22
Hazardous incinerated ¹³	0.97	0.46	0.09	0.09	0
Non-hazardous to landfill	0	0.61	1.5	2.3	3.58
Non-hazardous incinerated ¹⁴	0.76	0.32	0	0	0
Environmental incidents and complaints					
Level 1	85	143	131	209	381
Level 2	9	14	20	12	10
Level 3	1	1	1	—	—
Level 4 and 5	—	—	—	—	—
Formal complaints	15	8	11	8	9
Substandard acts and conditions	668	995	998	1,536	1,480
Products – ounces					
Total refined PGMs and gold	5,455,691	2,989,693	4,885,547	4,507,335	4,621,211

Rustenburg and Union divested operations included to respective dates of divestment – 31 October 2016 and 31 January 2018.

Unki smelter operational from September 2018 and Mototolo Lebowa and Borwa shafts acquired 1 November 2018.

NA = not applicable.

¹ Water withdrawal is restated according to Anglo American's water accounting framework. Divested operations are excluded.

² Total volume of water received from the water environment and/or third-party suppliers including precipitation and runoff not previously accounted for.

³ Groundwater ingress from aquifers in underground and open pit mines.

⁴ Groundwater abstracted from well fields including dewatering wells beyond active mine pit areas.

⁵ Direct precipitation on water stores and runoff received by water stores.

⁶ Water supplied by an external entity. When the source is known, the physical source (groundwater, surface water) prevails in accounting.

⁷ Potable (drinkable) water from a third-party supplier.

⁸ Untreated abstraction from river/dam supplied by the Lebalelo Water User Association.

⁹ Process water supplied by adjacent industrial operations.

¹⁰ Intensities calculated per tonnes milled excluding divested operations.

¹¹ Annual calculated tonnage of NO_x and SO₂ from processes only available for reporting by 31 March 2022 as per the NAEIS (DEA reporting) system.

¹² 2021 – 14.7 tonnes base emulsion (no zero waste to landfill (ZW2L) solution available) and 7.72 tonnes asbestos waste (landfilling mandatory in terms of South African legislation) were excluded from the ZW2L target.

¹³ 2020 and 2021 hazardous waste incinerated includes Covid-19 biohazardous waste.

¹⁴ Non-hazardous waste is sent for incineration after recyclables have been removed and the remaining non-recyclables cannot report to the refuse-derived fuel (RDF) facility. Also when waste is inadequately sorted to enable relevant ZW2L offtake, incineration might be required.

Key ESG data continued

Environmental indicators continued

for the year ended 31 December

Rehabilitation – operational footprint and impact (ha)

	Company-managed land	Total land altered for mining and commercial activities, and supporting infrastructure	Land fully rehabilitated and land rehabilitated but not yet meeting agreed land-use objectives	Area available for rehabilitation	Rehabilitation target for 2021	Reshaping completed by end-2021	Growth medium construction completed by end-2021	Seeding completed by end-2021
Amandelbult complex	10,773.64	2,289.94	203	89	40	52.25	52.25	52.25
Mogalakwena complex	11,890.38	4,158.24	100	60	5	5.5	5.5	0*

* The topsoil has natural seed bank; awaiting the growth.

Closure liability estimates and corresponding financial provisions for year end 2021

Operations		Remaining life-of-operations (as per mining rights) (years)	Premature closure liability (excl residual liability, DMR weighting factor, Ps&Gs, Cont and VAT) as at end 2021 Rm*	Residual liability related to ground and surfacewater remediation Rm*	Total premature closure liability (incl residual liability, DMR weighting factor, Ps&Gs, Cont and VAT) as at end 2021 Rm*	Closing balance in the rehabilitation trust as at end 2021 Rm*	Financial guarantees in place as at end 2021** Rm*	Name of the rehabilitation trust/ beneficiaries
North West	Mortimer smelter	Dependent on the life of mining operations they process the ore from	46	6	Since process operations are not governed under MPRDA or NEMA financial provision regulations, they are not required to provide the financial provision, however, an accounting provision is made			
	Precious metals refiners (PMR)		171	19				
	Waterval smelter and ACP		149					
	Rustenburg base metals refiners (RBMR)		683					
	Polokwane smelter		351	21				
Limpopo	Amandelbult complex	19	854	191	1,464	186	1,277	Platinum Producer's Environmental Trust/Anglo American Platinum Operations
	Mogalakwena complex	19	1,331	215	2,166	565	1,601	
	Twickenham platinum project	20	107	14	178	23	155	
	Mototolo Mine and concentrator							Mototolo Environmental Rehabilitation Trust/ Anglo American Platinum Operations
		13	201	48	349	91	258	
Zimbabwe	Unki Mine	The mineral rights tenure in Zimbabwe is not restricted to certain number of years	\$ 20M	\$2M	The financial provision against closure liability is not a legal requirement in Zimbabwe. However, similar to the South African operations, Anglo American Platinum makes an accounting provision for the restoration liability for Unki			

* ZAR is only used for South African operations, the closure liability for Zimbabwe operation (Unki Mine) is estimated in USD.

** The guarantee amounts include the 2021 top-ups that will be submitted to the DMRE in Q1 2022.

Closure and rehabilitation risks and corresponding remedial actions at end 2021

Top five closure risks	Mortimer smelter	PMR	Waterval smelter and ACP	RBMR	Mogalakwena complex	Twickenham project	Mototolo concentrator	Unki Mine
Risk 1	Successful rehabilitation of slag dump	Groundwater contamination from processing activities	Groundwater contamination from processing activities	Groundwater contamination from processing activities	Successful rehabilitation of waste-rock dumps	Groundwater contamination from mining activities	Groundwater contamination from concentrating activities	Groundwater contamination from mining activities
Risk 2	Groundwater contamination due to mining and processing activities	Soil contamination	Soil contamination	Soil contamination	Access to open pits	Illegal mining in surrounding areas	Stability of Tailings storage facilities	Illegal mining in surrounding areas
Risk 3	Soil contamination	—	Air quality impact	—	Stability of Tailings storage facilities	Soil contamination	Loss of biodiversity	Lack of natural growth medium such as topsoil
Risk 4	Air quality impact	—	—	—	Loss of biodiversity	—	Lack of natural growth medium such as topsoil	—
Risk 5	—	—	—	—	Groundwater contamination due to mining activities	—	—	—



PMR level 1 pollution control dams.

Key ESG data continued

Human resources

Employment equity as per Section 28(2)c of the MPRDA

We continue to ensure the representation of historically disadvantaged persons (HDPs) and women in particular at management level, in line with our employment equity plan. The focus remains on removing barriers to ensure their equal participation in management structures. There is still a need to improve on female representation, particularly women at senior management levels.

Overall, there has been a significant improvement across occupational levels, as well as by race and gender. There has also been a slight improvement in employees with disabilities' representation due to a voluntary declaration initiative, but more work is needed at the different operations on voluntary declaration as well as disability awareness and training.

Measure	2021 progress against target %*	Compliance target (MCIII 5-year targets) 2019–2023 %
Top management (board level)	50	50
Women in top management	42	20
Executive management	50	50
Women at executive level	38	20
Senior management	58	60
Women in senior management	23	25
Middle management	76	60
Women in middle management	30	25
Junior management	85	70
Women in junior management	27	30
Core skills	81	60

Chief executive officer and finance director are part of board and excluded from platinum management committee (PMC).

* 

Employment equity per occupational level

(2021 statistics as per Employment Equity Act 1998 requirements)

	Male				Female				Foreign nationals		Total
	African	Coloured	Asian	White	African	Coloured	Asian	White	Male	Female	
Occupational levels			1	4	3			1	1		10
Top management											
Senior management	55	4	15	83	23		7	20	6	2	215
Professionally qualified and experienced specialists and mid-management	733	27	28	366	314	7	22	158	38	7	1,700
Skilled technical and academically qualified workers, junior management, supervisors	2,537	32	9	535	1,009	17	4	161	124	6	4,434
Semi-skilled and discretionary decision-making	10,853	8		84	2,548	3	1	12	1,042	2	14,553
Unskilled and discretionary decision-making	406	2		3	139	3		1	1	1	556
Total permanent employees	14,584	73	53	1,075	4,036	30	34	353	1,212	18	21,468
Temporary employees	6	—	—	—	—	—	—	—	—	—	6
Grand total	14,590	73	53	1,075	4,036	30	34	353	1,212	18	21,474

All numbers are for the year ended 31 December 2021.

Employment statistics as at end December 2021

Breakdown of South African workforce*

	2021	2020	2019	2018	2017	2016	2015
Gauteng	298	263	259	237	255	278	330
Limpopo	16,466	16,804	16,940	16,926	22,010	21,669	23,259
North West	3,066	2,983	2,988	2,957	2,878	2,862	17,991
Mpumalanga	1,643	1,572	1,541	1,527	177	136	136
Total own employees	21,473	21,622	21,728	21,647	25,320	24,945	41,716
Contracting staff							
Non-mining embedded contractors (labour hire)	21	54	26	28	37	87	401
Contractors**	2,304	2,583	2,282	1,916	2,201	2,129	2,171
Total contracting staff	2,325	2,637	2,308	1,944	2,238	2,216	2,572
Employment creation in provinces***							
Gauteng	62	4	22	(18)	(23)	(52)	(47)
Limpopo	471	(136)	14	(5,084)	341	(1,590)	(1,563)
North West	214	(5)	31	79	16	(15,129)	(2,332)
Mpumalanga	125	31	14	1,350	41	—	(4)
Total own employees	872	(106)	81	(3,673)	375	(16,771)	(3,946)
Labour turnover % (including voluntary separation packages)							
South African operations							
Gauteng	0.12	0.08	0.1	0.11	0.25	0.15	0.2
Limpopo	4.24	3.66	3.65	4.24	4.77	5.13	4.54
North West	0.50	0.65	0.44	0.56	0.69	2.56	4.73
Mpumalanga	0.32	0.26	0.35	0.08	0.03	0.01	0.02
Zimbabwe							
Unki	0.24	0.2	0.24	0.21	0.19	0.14	0.12
Anglo American Platinum total turnover	8.41	4.86	4.77	5.2	5.93	8	9.6

* A further 1,740 employees and contractors are employed at our operations in Zimbabwe. Total number of employees for 2021 is 25,538.

** Includes mining (volume) and capital contractors.

*** Employment creation numbers influenced by the divestment of Rustenburg operations in November 2016 (-14,833 employees), Union Mine in February 2018 (-4,985 employees) and acquisition of Mototolo Mine on 1 November 2018 (+1,348 employees).

Turnover per region

For comparative purposes, the table below includes Zimbabwe in our turnover calculation:

	2021 excluding VSPs*		2021 including VSPs*		2020 excluding VSPs*		2020 including VSPs*		2019 excluding VSPs*		2019 including VSPs*		2018 excluding VSPs*		2018 including VSPs*	
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
Gauteng	19	0.09	25	0.12	14	0.07	17	0.08	22	0.1	22	0.1	19	0.09	23	0.11
Limpopo	629	2.97	898	4.24	578	2.69	793	3.66	763	3.48	799	3.65	747	3.47	913	4.24
Mpumalanga	65	0.31	67	0.32	52	0.24	57	0.26	76	0.35	76	0.35	17	0.08	17	0.08
North West	96	0.45	105	0.5	130	0.6	141	0.65	95	0.43	96	0.44	117	0.54	121	0.56
Zimbabwe	51	0.24	51	0.26	44	0.2	44	0.2	52	0.24	52	0.24	46	0.21	46	0.21
Grand total	860	4.06	1,146	5.41	818	3.8	1,052	4.86	1,008	4.6	1,045	4.77	946	4.39	1,120	5.2

* VSP – Voluntary separation packages.

Key ESG data continued

Freedom of association

As at 31 December 2021

Membership of recognised unions and associations	2021	2020	2019	2018	2017	2016
Association of Mineworkers and Construction Union (AMCU)	8,004	8,707	9,284	9,886	13,664	13,691
National Union of Mineworkers (NUM)	6,483	6,099	5,974	5,670	6,437	6,378
United Association of South Africa (UASA)	2,270	2,297	2,160	2,157	2,544	2,630
National Union of Metalworkers South Africa (NUMSA)	218	228	0	50	269	270
General Industrial Workers of South Africa (GIWUSA)	826	842	855	917	0	0
Total	17,801	18,173	18,273	18,680	22,914	22,969
Total workforce represented, excluding management* (%)	96.09	96.35	94.37	94.82	95.74	96.88



* Excluding operations in Zimbabwe.


Turnover by gender and age

	20–30 %	31–40 %	41–50 %	51–60 %	61–70 %	Total %
South Africa						
Turnover excluding VSPs						
Female	0.03	0.18	0.16	0.05	0.01	0.43
Male	0.22	1.09	0.89	1.20	0.23	3.63
Total	0.25	1.27	1.05	1.24	0.24	4.06
Turnover including VSPs						
Female	0.03	0.21	0.18	0.12	0.02	0.55
Male	0.22	1.21	1.08	2.20	0.23	4.95
Total	0.25	1.42	1.27	2.32	0.25	5.50
Zimbabwe						
Turnover excluding VSPs						
Female	0.08	0.16	0	0.08	0	0.32
Male	0.40	0.96	1.04	1.12	0.24	3.76
Total	0.48	1.12	1.04	1.20	0.24	4.08
Turnover including VSPs						
Female	0.08	0.16	0	0.08	0	0.32
Male	0.40	0.96	1.04	1.12	0.24	3.76
Total	0.48	1.12	1.04	1.20	0.24	4.08

Safety indicators

For the year ended 31 December

Operations	Number of fatalities					Fatal-injury frequency rate (FIFR) ¹				
	2021	2020	2019	2018	2017	2021	2020	2019	2018	2017
Tumela mine	0	0	0	0	1	0	0	0	0	0.056
Dishaba mine	0	1	0	2	2	0	0.091	0	0.144	0.135
Mogalakwena Mine ²	0	0	0	0	0	0	0	0	0	0
Unki Mine	0	0	0	0	0	0	0	0	0	0
Amandelbult concentrators ³	0	0	0	0	0	0	0	0	0	0
Mogalakwena concentrators	0	0	0	0	0	0	0	0	0	0
Unki concentrator	0	0	0	0	0	0	0	0	0	0
Mototolo concentrator ⁴	0	0	0	0	0	0	0	0	0	0
Mototolo Mine ⁵	0	0	0	0	—	0	0	0	0	—
ACP	0	0	0	0	0	0	0	0	0	0
Waterval smelter	0	0	0	0	1	0	0	0	0	0.664
Mortimer smelter	0	0	0	0	0	0	0	0	0	0
Polokwane smelter	0	0	0	0	0	0	0	0	0	0
Unki smelter ⁶	0	0	0	0	—	0	0	0	0	—
Rustenburg Base Metal Refiners	0	0	0	0	0	0	0	0	0	0
Precious Metals Refinery	0	0	0	0	1	0	0	0	0	0.579
Greenfield projects ⁷	0	0	0	0	0	0	0	0	0	0
Total/aggregate⁸	 0	1	0	2	6	 0	0.016	0	0.027	0.073

Operations	Total recordable case frequency rate (TRCFR) ⁹					Lost-time injury frequency rate (LTIFR) ¹⁰				
	2021	2020	2019	2018	2017	2021	2020	2019	2018	2017
Tumela mine	4.51	3.92	3.12	3.61	4.78	3.96	3.50	2.89	3.11	4.05
Dishaba mine	5.28	4.18	4.24	4.53	4.44	5.11	3.72	3.97	3.38	2.69
Mogalakwena Mine ²	0.23	1.20	1.47	0.88	1.72	0.11	1.20	1.47	0.44	0.94
Unki Mine	1.74	1.62	0.43	1.40	2.80	0.87	1.16	0	1.17	1.68
Amandelbult concentrators ³	1.59	0.82	1.36	2.45	6.30	1.59	0.82	1.02	0.82	4.05
Mogalakwena concentrators	0.69	0.58	0.86	1.18	1.29	0.69	0.19	0.86	1.18	0.81
Unki concentrator	0	2.61	2.18	0	0	0	0	2.18	0	0
Mototolo concentrator ⁴	2.36	5.25	1.19	0	0	0.79	5.25	0	0	0
Mototolo Mine ⁵	1.83	0.98	1.85	0	—	0.78	0.65	0.93	0	—
ACP	2.33	4.77	5.55	6.90	3.05	1.40	3.82	4.62	4.14	3.05
Waterval smelter	2.60	2.80	2.62	2.61	7.30	2.23	2.10	2.62	1.96	3.32
Mortimer smelter	2.40	0	5.30	7.51	6.78	2.40	0	5.30	7.51	5.09
Polokwane smelter	2.29	2.33	2.22	0	4.53	2.29	2.33	2.22	0	0
Unki smelter ⁶	0	0	0	0	—	0	0	0	0	—
Rustenburg Base Metal Refiners	2.89	1.79	2.62	2.84	2.57	2.41	1.49	1.57	0.85	1.43
Precious Metals Refinery	1.10	2.96	2.07	2.13	2.32	1.10	2.96	1.56	2.13	1.16
Greenfield projects ⁷	1.51	3.10	2.75	4.73	1.57	0.75	1.16	1.03	1.07	0.94
Total/aggregate⁸	 2.60	2.40	2.50	3.00	4.52	 2.19	2.01	2.14	2.10	3.17

¹ FIFR – fatal injury frequency rate (calculated) is a measure of the rate of all fatal injuries per million hours worked.

² Excludes Mogalakwena Central Services.

³ Includes Amandelbult CRP (chrome recovery plant).

⁴ Includes Mareesburg tailings facilities from 2019 and Mareesburg TSF phase 2 and 3 projects from 2021 (previously included under greenfield projects).

⁵ Mototolo Lebowa and Borwa shafts acquired 1 November 2018. Includes Der Brochen projects from 2021 (previously included under greenfield projects).

⁶ Unki smelter operational from September 2018.

⁷ Projects (2021 greenfield): Twickenham Platinum Mine, Unki housing infrastructure and debottlenecking projects, Polokwane SO₂ abatement project and Western Limb greenfields exploration. (Der Brochen and Mareesburg TSF projects included under Mototolo complex from 2021.)

⁸ Rustenburg and Union divested operations included to respective dates of divestment – 31 October 2016 and 31 January 2018. 2017 total fatalities includes one fatality at Union Mine.

⁹ TRCFR – total recordable case frequency rate (calculated) is a measure of the rate of all injuries requiring treatment above first aid per million hours worked.

¹⁰ LTIFR – lost-time injury frequency rate (calculated) is a measure of the rate of all lost-time injuries per million hours worked.

Key ESG data continued

Health indicators

For the year ended 31 December

New cases of occupational disease	2021	2020	2019	2018	2017
Noise-induced hearing loss	7	4	1	2	6
Chronic obstructive airways disease	–	–	–	–	–
Occupational tuberculosis	–	–	–	–	–
Occupational asthma	–	–	1	1	3
Occupational dermatitis	–	–	–	1	3
Occupational cancers	–	–	–	–	–
Platinosis (platinum salt sensitivity)	–	–	1	–	–

Workers potentially exposed to hazards ¹	2021	2020	2019	2018	2017
Total number of workers ²	39,364	37,077	36,700	37,096	37,947
Inhalable hazards and carcinogens					
Workers potentially exposed to inhalable hazards above the exposure limit	44	58	127	555	546
Workers potentially exposed to carcinogens above the exposure limit ³	635	923	428	527	983
Noise					
Workers potentially exposed to noise levels $\geq 85\text{dB(A)}$ < 105dB(A)	22,624	23,358	19,978	18,639	21,465
Workers potentially exposed to noise levels $\geq 105\text{dB(A)}$	0	0	0	0	3
Number of pieces of equipment emitting noise $\geq 107\text{dB(A)}$ ⁴	8	8	12	16	34

Employee wellness	2021	2020	2019	2018	2017
HIV management					
$\geq 90\%$ at risk population know their status ⁵	92%	94%	97%	88%	82%
Employees who know their status ⁶	19,386	20,080	20,790	17,955	20,173
$\geq 90\%$ known HIV+ employees on antiretroviral therapy (ART)	93%	92%	91%	90%	86%
Employees on antiretroviral therapy (ART)	4,189	4,454	4,516	4,203	5,073
Tuberculosis					
Tuberculosis new cases	43	42	74	72	148
Tuberculosis retreatment cases	0	0	0	0	7
Tuberculosis deaths	0	1	3	5	5

Absenteeism (days)	2021	2020	2019	2018	2017
Absenteeism due to injury on duty	38,595	20,176	31,962	22,702	30,514
Absenteeism due to non-work-related illness and injuries	393,420	285,762	352,051	384,474	496,109
Total absenteeism rate (%)	8,05	5,68	7,48	7,63	8,61

Impact of attrition not factored

NM = not measured

¹ Exposure above the occupational exposure limit (A classification band) without taking PPE into account.

² All workers – employees and contractors. Mototolo Mine included from January 2020.

³ 2020 restated due to update of Unki Mine's number of employees potentially exposed to diesel particulate matter (DPM). 2020 includes potential DPM exposure at Tumela mine not previously recorded – nil in 2021.

⁴ South African mining industry noise sources to be below 107dB(A) . Count includes seven items at Unki.

⁵ HIV management excludes Unki. Reporting against 90:90:90 UNAIDS targets commenced in 2017.

⁶ All known HIV+ plus non-reactive cases.

Our key relationships indicators

The following tables summarise our key stakeholder relationships. Our strategic response to key stakeholder issues is presented on page 65 of our integrated annual report.



● COMMUNITIES

Key interests	How we engage	Why we engage
<ul style="list-style-type: none"> – Resettlement – Grave resettlements – Employment and business opportunities – Covid-19 impacts – Gender-based violence. 	We engage directly with interested and affected parties, organised groups, and individuals, and ensure open dialogue through various ongoing participatory engagement forums.	To co-create our culture, address negative impacts of mining, and deliver sustainable and context-appropriate benefits to the mine communities that grant our social licence to operate.

● EMPLOYEES

Key interests	How we engage	Why we engage
<ul style="list-style-type: none"> – Safety – Work conditions and flexibility – Work-life balance and mental health – Learning and career development – Transformation: inclusion and diversity. 	We engage directly through ongoing team dialogue, and through various employee surveys.	To co-create our culture, drive strategic goals, improve organisational effectiveness, and be an employer of choice.

● UNIONS

Key interests	How we engage	Why we engage
<ul style="list-style-type: none"> – Safety – Work conditions – Managing Covid-19 (including vaccination for access) – Wage negotiations – Transformation: employment equity and skills development. – Project H (global consolidation of the supply chain function) – Sunday/public holiday premium payment. 	We engage directly, through formal structures with full accountability, including leadership engagement on critical issues.	To co-create our culture, review and support compliance and strategic decisions, and sustain stable labour relations conducive to productive operations.

● INVESTORS

Key interests	How we engage	Why we engage
<ul style="list-style-type: none"> – Financial performance – Medium- to long-term market balance – Asset reliability – Portfolio optionality – Capital allocation – ESG performance and strategy – Transparency. 	We engage consistently in-person and through digital channels, including through formal meeting, events and presentations.	To inform our strategy, win capital, and secure value-creation, by better understanding market fundamentals, the demand outlook for platinum metals, and ESG risks/opportunities.

Quality of relationship

● Strong	● Cordial	○ Weak
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Key ESG data continued

Our key relationships indicators continued

● GOVERNMENT		
Key interests	How we engage	Why we engage
<ul style="list-style-type: none"> – Licensing and compliance – Transformation: BBBEE – Development of skills, jobs and infrastructure – Low-carbon development – Local service delivery and capacity development – Health and safety, including Covid-19 and GBV – Mine expansion and resettlement – Labour relations. 	We engage regularly at all levels, directly through personal and formal channels, industry bodies, and including leadership engagement on critical issues.	To secure our licence to operate, comply with legislation, align with national objectives, and partner in unlocking value-creation at scale.
● TRADITIONAL LEADERS		
Key interests	How we engage	Why we engage
<ul style="list-style-type: none"> – Community development, including SLPs – Local livelihoods – Cultural heritage – Resettlements – Grave resettlements. 	We engage directly through formal and informal structures, including various ongoing participatory engagement forums, ensuring open dialogue and targeted engagement on specific key issues.	To build trust, support key community-related decisions, respect and protect cultural heritage, and deliver sustainable benefits to the mine communities that grant our social licence to operate.
● NGOS		
Key interests	How we engage	Why we engage
<ul style="list-style-type: none"> – Transparency and accountability – Social/ environmental impact – Climate change – Mine rehabilitation – Transformation – Living wage – Wage gaps. 	We engage directly through ongoing community engagement forums, individually in response to specific issues, and as partners on joint social/ environmental projects.	To reset our relationships with community stakeholders, co-create our culture, strengthen accountability, and partner on social/environmental projects.
● CUSTOMERS		
Key interests	How we engage	Why we engage
<ul style="list-style-type: none"> – Quality – Product stewardship – Traceability – Sustainability/ESG performance – Climate change. 	We engage regularly through personal interactions or via specific platforms that address issues of key importance to certain customers.	To secure our credentials as a responsible miner and address issues of traceability and sustainability, while continually ensuring the premium quality of our products.

Quality of relationship

● Strong	● Cordial	○ Weak
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● MEDIA

Key interests	How we engage	Why we engage
<ul style="list-style-type: none"> Transparency and accountability Performance and prospects Social licence to operate Development contribution Social/ environmental impacts and performance. 	We engage regularly across various platforms, and ad hoc on timely and pertinent emerging issues.	To drive transparency and accountability, and strengthen relationships and brand value, by participating in public dialogue, responding openly to key issues and allegations, and contributing to thought leadership on related topics.

● SUPPLIERS

Key interests	How we engage	Why we engage
<ul style="list-style-type: none"> Supplier opportunities, requirements and onboarding Conduct and compliance Inclusive procurement Supplier development Working conditions Human and worker rights Resource efficiency Corporate social investment. 	We engage regularly through formal and informal platforms, including through our responsible sourcing, inclusive procurement, and supplier development programmes.	To secure and improve business performance and sustainability by managing risks and costs, driving efficiency and productivity, and building ethical value chains.

● INDUSTRY BODIES

Key interests	How we engage	Why we engage
<ul style="list-style-type: none"> Mine health and safety Minerals policy, regulation and Section 28(2)c of the MPRDA Technology and sustainability ESG and SDG best practices Energy and climate change. 	We engage regularly across various platforms, and ad hoc on timely and pertinent emerging issues.	To advocate and contribute to a collective industry-wide discussion and response on key political, economic, environmental, social, technological, legal, and environmental issues affecting the industry.

Quality of relationship

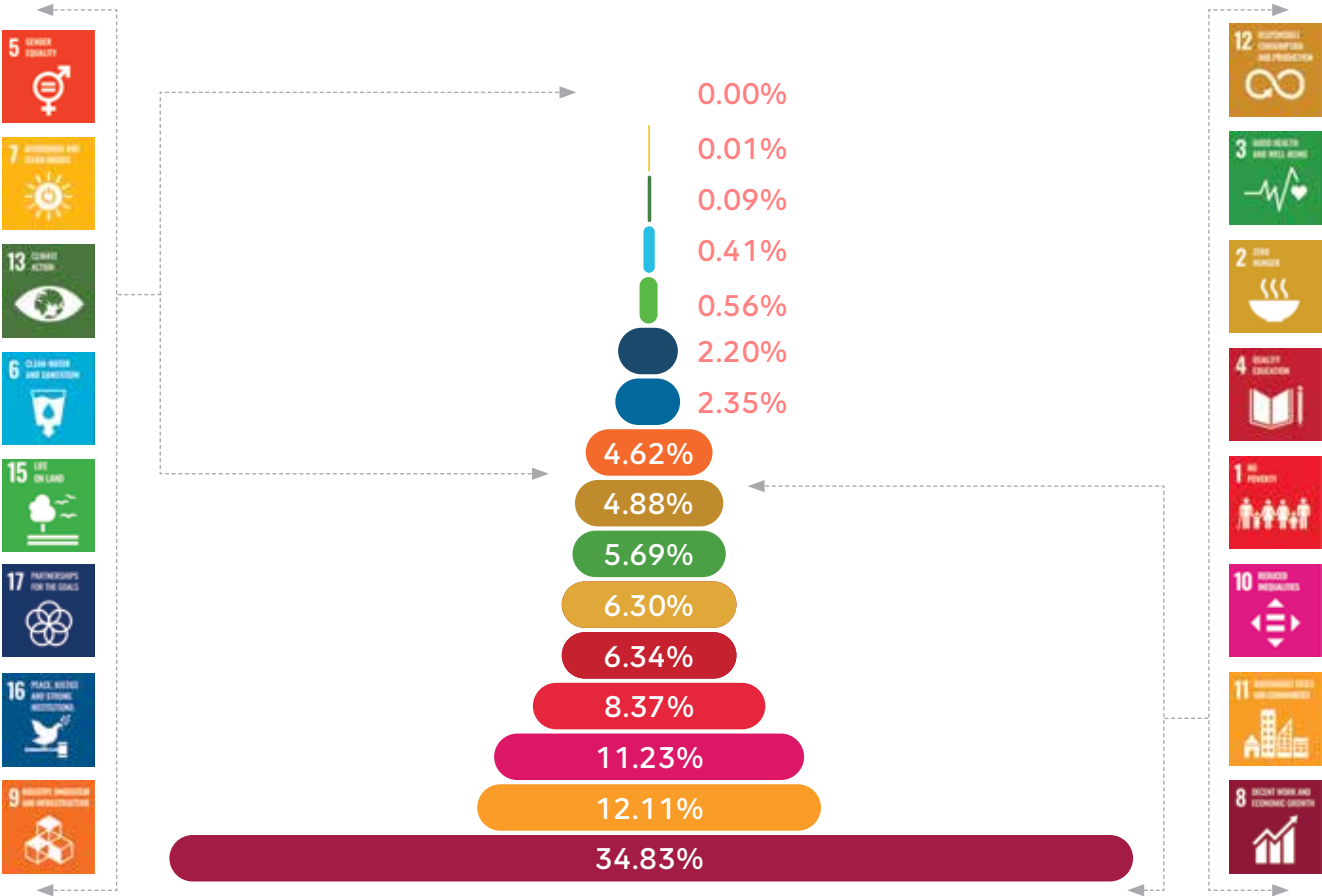
● Strong	● Cordial	○ Weak
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Governance metrics

	2021
Number of executive directors	2
Number of independent directors	6
Number of other non-executive directors	4
Number of female directors	6
Total number of board members	12
Average board tenure	Five years
Average age	58 years

Anglo American Platinum's SDG footprint based on 2020 data

Where has the company focus been directed?



SASB/Value Reporting Framework

In line with our commitment to entrench best-practice standards, we align with the disclosure requirements of the Sustainability Accounting Standards Board (SASB) for the 2021 financial year.

Topic	Metric	Current reporting status
GHG emissions	Gross global scope 1 emissions, percentage	Already reported
GHG emissions	Percentage covered under emissions-limiting regulations	Already reported
GHG emissions	Discussion of long-term and short-term strategy or plan to manage scope 1 emissions	Already reported
GHG emissions	Emissions reduction targets	Already reported
GHG emissions	Performance against those targets	Already reported
Air quality	CO	Not available
Air quality	NOx (excluding N ₂ O)	Already reported
Air quality	SOx	Already reported
Air quality	PM ¹⁰	Already reported
Air quality	Mercury	Not reported
Air quality	Lead	Not reported
Air quality	VOCs	Not reported
Energy	Total energy consumed	Already reported
Energy	Percentage of grid electricity	Not reported
Energy	Percentage renewable	Not reported
Water	Total fresh water withdrawn	Already reported
Water	Total fresh water consumed	Already reported
Water	Percentage of each in regions with high or extremely high baseline water stress	Already reported
Water	Number of incidents of non-compliance	Already reported
Waste and hazardous materials	Total weight of tailings waste, percentage recycled	Not reported but measured
Waste and hazardous materials	Percentage recycled	Already reported
Waste and hazardous materials	Total weight of mineral processing waste	Already reported
Waste and hazardous materials	Percentage recycled	Not available
Waste and hazardous materials	Number of tailings impoundments, broken down by Mine Safety and Health Administration hazard potential	Need to address
Biodiversity	Description of environmental management policies and practices for active sites	Already reported
Biodiversity	Discussion and analysis	Already reported

SASB/Value Reporting Framework continued

Topic	Metric	Current reporting status
Biodiversity	Percentage of mine sites where acid rock drainage (ARD) is predicted to occur	Need to address
Biodiversity	ARD actively mitigated	Need to address
Biodiversity	ARD under treatment or remediation	Need to address
Biodiversity	Percentage of 1) Proved and 2) Probable Ore Reserves in or near sites with protected or endangered species	Already reported
Security and human rights	Percentage of 1) Proved and 2) Probable Ore Reserves in or near areas of conflict	Need to address
Indigenous peoples	Percentage of 1) Proved and 2) Probable Ore Reserves in or near indigenous land	Already reported
Indigenous peoples	Discussion of engagement processes and due-diligence practices with respect to human rights, indigenous rights and operations in area of conflict	Already reported
Community relations	Discussion of process to manage risks and opportunities associated with community rights and interests	Already reported
Community relations	Number and duration of non-technical delays	Need to address
Labour relations	Percentage of active workforce covered under collective bargaining agreements, broken down by US and foreign employees	Already reported
Labour relations	Number and duration of strikes and lockouts	Already reported
Health and safety	1 MSHA all-incidence rate	Need to address
Health and safety	2 fatality rate	Already reported
Health and safety	3 near-miss frequency rate (NMFR)	Need to address
Health and safety	4 average hours of health, safety and emergency response training for full-time employees	Not available
Health and safety	4 average hours of health, safety and emergency response training for contract employees	Not available
Business ethics and transparency	Description of the management system for prevention of corruption and bribery throughout the value chain	Already reported
Business ethics and transparency	Production in countries that have the 20 lowest rankings in the Transparency International's Corruption Perception Index	Already reported

GRI content index

Statement of use	Anglo American Platinum has reported the information cited in this GRI content index for the period 1 January 2021 to 31 December 2021 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI Standard	Disclosure	Location
GRI 2: General disclosures 2021	2-1 Organisational details	ESG page 212
	2-2 Entities included in the organisation's sustainability reporting	IAR pages 2, 5
	2-3 Reporting period, frequency and contact point	IAR page 2
	2-4 Restatements of information	—
	2-5 External assurance	ESG page 5
	2-6 Activities, value chain and other business relationships	IAR pages 12, 42; ESG page 118
	2-7 Employees	ESG page 26
	2-8 Workers who are not employees	ESG page 26
	2-9 Governance structure and composition	ESG page 20
	2-10 Nomination and selection of the highest governance body	ESG page 181
	2-11 Chair of the highest governance body	ESG page 132
	2-12 Role of the highest governance body in overseeing the management of impacts	ESG page 20
	2-13 Delegation of responsibility for managing impacts	ESG page 20
	2-14 Role of the highest governance body in sustainability reporting	ESG page 20
	2-15 Conflicts of interest	ESG page 126
	2-16 Communication of critical concerns	ESG page 125
	2-17 Collective knowledge of the highest governance body	ESG page 132
	2-18 Evaluation of the performance of the highest governance body	ESG page 134
	2-19 Remuneration policies	ESG page 145
	2-20 Process to determine remuneration	ESG page 145
	2-21 Annual total compensation ratio	ESG page 148
	2-22 Statement on sustainable development strategy	ESG page 5
	2-23 Policy commitments	ESG page 4
	2-24 Embedding policy commitments	ESG page 14
	2-25 Processes to remediate negative impacts	ESG page 14
	2-26 Mechanisms for seeking advice and raising concerns	ESG page 131
	2-27 Compliance with laws and regulations	ESG page 137
	2-28 Membership associations	ESG page 4
	2-29 Approach to stakeholder engagement	ESG page 108
	2-30 Collective bargaining agreements	ESG page 41

GRI content index continued

Statement of use	Anglo American Platinum has reported the information cited in this GRI content index for the period 1 January 2021 to 31 December 2021 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI Standard	Disclosure	Location
GRI 3: Material topics 2021	3-1 Process to determine material topics	IAR page 4
	3-2 List of material topics	ESG page 8
	3-3 Management of material topics	ESG page 8
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	IAR page 60
	201-2 Financial implications and other risks and opportunities due to climate change	ESG page 58
	201-3 Defined benefit plan obligations and other retirement plans	NM
	201-4 Financial assistance received from government	Zero
GRI 202: Market presence 2016	202-1 Ratios of standard entry-level wage by gender compared to local minimum wage	ESG page 152
	202-2 Proportion of senior management hired from the local community	ESG page 193
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	ESG page 92
	203-2 Significant indirect economic impacts	ESG page 92
GRI 204: Procurement practices 2016	204-1 Proportion of spending on local suppliers	ESG page 92, 93
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	ESG page 111
	205-2 Communication and training about anti-corruption policies and procedures	ESG page 126
	205-3 Confirmed incidents of corruption and actions taken	ND, ESG page 126
GRI 206: Anti-competitive behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	Zero, ESG page 126
GRI 207: Tax 2019	207-1 Approach to tax	IAR page 62, note 9 AFS
	207-2 Tax governance, control and risk management	IAR page 62, note 9 AFS
	207-3 Stakeholder engagement and management of concerns related to tax	IAR page 62
	207-4 Country-by-country reporting	IAR page 60, note 9 AFS
GRI 301: Materials 2016	301-1 Materials used by weight or volume	ESG page 188
	301-2 Recycled input materials used	ND
	301-3 Reclaimed products and their packaging materials	ND

NM – not material NA – not applicable ND – not disclosed

Statement of use	Anglo American Platinum has reported the information cited in this GRI content index for the period 1 January 2021 to 31 December 2021 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI Standard	Disclosure	Location
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	ESG page 59
	302-2 Energy consumption outside of the organisation	ESG page 59
	302-3 Energy intensity	ESG page 59
	302-4 Reduction of energy consumption	ESG page 59
	302-5 Reductions in energy requirements of products and services	ESG page 59
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	ESG page 64
	303-2 Management of water discharge-related impacts	ESG page 65, 67
	303-3 Water withdrawal	ESG page 66
	303-4 Water discharge	ESG page 188
	303-5 Water consumption	ESG page 66
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	ESG page 69
	304-2 Significant impacts of activities, products and services on biodiversity	ESG page 69
	304-3 Habitats protected or restored	ESG page 69
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	ESG page 68
GRI 305: Emissions 2016	305-1 Direct (scope 1) GHG emissions	ESG page 59
	305-2 Energy indirect (scope 2) GHG emissions	ESG page 59
	305-3 Other indirect (scope 3) GHG emissions	ESG page 60
	305-4 GHG emissions intensity	ESG page 60
	305-5 Reduction of GHG emissions	ESG page 60
	305-6 Emissions of ozone-depleting substances (ODS)	ESG page 60
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	ESG page 60
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	ESG pages 74–76
	306-2 Management of significant waste-related impacts	ESG pages 74–76
	306-3 Waste generated	ESG pages 74–76
	306-4 Waste diverted from disposal	ESG pages 74–76
	306-5 Waste directed to disposal	ESG pages 74–76

GRI content index continued

Statement of use	Anglo American Platinum has reported the information cited in this GRI content index for the period 1 January 2021 to 31 December 2021 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI Standard	Disclosure	Location
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers screened using environmental criteria	ESG page 78
	308-2 Negative environmental impacts in the supply chain and actions taken	ESG page 78
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	ESG page 42
	401-2 Benefits provided to full-time employees not provided to temporary or part-time employees	ESG page 152
	401-3 Parental leave	ESG page 152
GRI 402: Labour/management relations 2016	402-1 Minimum notice periods for operational changes	ESG page 41
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	ESG pages 27, 34
	403-2 Hazard identification, risk assessment and incident investigation	ESG page 29
	403-3 Occupational health services	ESG page 34
	403-4 Worker participation, consultation and communication on occupational health and safety	ESG page 34
	403-5 Worker training on occupational health and safety	ESG page 34
	403-6 Promotion of worker health	ESG page 34
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	ESG page 34
	403-8 Workers covered by an occupational health and safety management system	ESG page 34
	403-9 Work-related injuries	ESG pages 28, 30
	403-10 Work-related ill health	ESG page 36
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	ESG page 45
	404-2 Programmes for upgrading employee skills and transition assistance programmes	ESG page 45
	404-3 Percentage of employees receiving regular performance and career-development reviews	ESG page 43
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	IAR page 28, ESG page 48
	405-2 Ratio of basic salary and remuneration of women to men	ESG page 145
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	ESG pages 47, 107

Statement of use	Anglo American Platinum has reported the information cited in this GRI content index for the period 1 January 2021 to 31 December 2021 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI Standard	Disclosure	Location
GRI 407: Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	ESG pages 41, 106
GRI 408: Child labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	ESG page 119
GRI 409: Forced or compulsory labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	ESG page 119
GRI 410: Security practices 2016	410-1 Security personnel trained in human rights policies or procedures	ESG page 119
GRI 411: Rights of indigenous peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	ESG page 119
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments and development programmes	ESG page 86
	413-2 Operations with significant actual and potential negative impacts on local communities	ESG page 86
GRI 414: Supplier social assessment 2016	414-1 New suppliers screened using social criteria	ESG page 119
	414-2 Negative social impacts in the supply chain and actions taken	ESG page 119
GRI 415: Public policy 2016	415-1 Political contributions	Zero
GRI 416: Customer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	ESG page 78
GRI 417: Marketing and labelling 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	ESG page 78
	417-1 Requirements for product and service information and labelling	ESG page 78
	417-2 Incidents of non-compliance in product and service information and labelling	ESG page 78
	417-3 Incidents of non-compliance in marketing communications	ESG page 78
GRI 418: Customer privacy 2016	418-1 Substantiated complaints on breaches of customer privacy and losses of customer data	ESG page 78

Glossary

ACP	Anglo American Platinum converting process, a pyrometallurgical process used at the Waterval smelter complex in Rustenburg
AIDS	Acquired immune deficiency syndrome, a disease of the immune system caused by HIV infection
Au	The symbol for gold
Base metal	A common metal that is not considered precious, eg copper, tin or zinc
BBBEE	Broad-based black economic empowerment. This is a broader version of earlier BEE (see below) policy and attempts to spread the benefits of economic empowerment to the widest possible spectrum of black South Africans
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
Bioremediation	Treatment or waste-management technique that uses naturally occurring organisms to break down hazardous substances into less toxic or non-toxic substances
BRPM	Bafokeng Rasimone Platinum Mine
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
CO₂	Carbon dioxide
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
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)
Corporate social investment (CSI)	<p>Categories for corporate social investment expenditure include charitable donations, community investment and commercial initiatives. CSI is reported in South African rand and converted from the currency of operations at the average foreign exchange rate applied by Anglo American for financial reporting. Data is prepared in accordance with the principles of preparation for financial information.</p> <p>Charitable donations include cash donations; contributions in kind; employees' time spent on charity projects during work hours; and the cost of initiatives designed to inform communities about community- benefit initiatives (eg producing reports issued to communities to disclose progress). Not included is expenditure required for the development of an operation (eg resettlement of families) or for receiving a licence.</p> <p>Training expenditure for individuals who will be employed by the company following completion of training is not included.</p> <p>Community investment includes funding community partnerships that address social issues; costs of providing public facilities to community members who are not employees or dependants; the marginal value of land or other assets transferred to community ownership; and income-creation schemes or mentoring/ volunteering initiatives that do not have a primarily commercial justification.</p> <p>Commercial initiatives include enterprise development and other community initiatives/partnerships that also directly support the success of the company (such as supplier development). There must, however, be a clear and primary element of public benefit.</p> <p>We prohibit making donations for political purposes to any politician, political party or related organisation, any official of a political party or candidate for political office in any circumstances, either directly or through third parties.</p>
Cu	The symbol for copper

DMRE	Department of Mineral Resources and Energy
DWS	Department of Water and Sanitation
EBIT	Earnings before interest and tax
Employment equity per Section 28(2)c of the MPRDA	Historically disadvantaged South African (HDSA) representation at top management, senior management, middle management, junior management and core skills. HDSA 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
Employee turnover	Calculated from the total number of employees who left the company during the reporting period and expressed as a percentage of total headcount and excluding voluntary severance packages (VSPs, below)
Energy use	Sum of energy from electricity purchased, total energy from fossil fuels and total energy from renewable fuels
Equivalent refined platinum	Mine production and purchases of metal in concentrate, converted to equivalent refined platinum production using Anglo American Platinum's standard smelting and refining recoveries
Fatal injury frequency rate (FIFR)	The rate of fatalities, calculated as the number of fatalities per 1 million hours worked
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
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 reemit infrared radiation
GJ	Gigajoule (1,000 megajoules)
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
GHG emissions, CO₂ equivalent	A measure to compare the emissions from greenhouse gases (GHG) on the basis of their global warming potential (GWP), by converting the quantities of other gases to the equivalent quantity of carbon dioxide. Conversion factors used are those recommended by the UN Intergovernmental Panel on Climate Change
Hazardous waste to legal landfill	Considers only waste generated in the reporting period. This includes the following as a minimum: heavy metal-contaminated sludges (excluding SX sludge); contaminated containers (reagent containers, oil/ grease containers, anti-freeze drums, etc); medical waste, vehicle batteries and oil-contaminated material (gaskets, filters, soaking agents, rags, etc). A legal landfill is a landfill designed and operated to contain wastes and resulting products in a manner compliant with legislation or internationally accepted practice
HDP	According to the MPRDA No. 28 of 2002 (as amended) Historically Disadvantaged Persons refers to any person, category of persons or community, disadvantaged by unfair discrimination before the Constitution took effect
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
HEPS	Headline earnings per share – additional earnings number permitted by IAS 33 that excludes separately identifiable remeasurements (as defined), net of related tax (current and deferred) and related non- controlling interest, other than remeasurements specifically included in headline earnings
HIV	Anglo American Platinum commenced reporting against the 90/90/90 UNAIDS targets in 2017. Based on this: – 90% of our employees should know their HIV status – 90% of our HIV-positive employees must be on antiretroviral therapy – 90% of those employees on treatment must be virally suppressed We are working towards achieving the 95:95:95 UNAIDS targets by 2025.

Glossary continued

Land under company charge	Area of land under mineral rights and/or surface rights as at the end of the reporting period. This includes land falling under the direct management of the company (including all land owned, leased, covered by surface rights, or occupied by third parties), but excludes undeveloped projects/prospects where the land does not yet fall under the direct management of the company. This also excludes prospecting licences and claims ("land under company charge" is calculated by adding "company-managed land" and "privately-owned land above company mineral/mining rights")
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 their 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 employee and contractor lost-time injuries (see entry) per 1 million hours worked. From 2018, Anglo American Platinum replaced the LTIFR with the total recordable case frequency rate (TRCFR, see entry) as the injury frequency rate performance measure
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 2002
NEMA	National Environmental Management Act 1998
NEMAQA	National Environmental Management: Air Quality Act 2004
NEMWA	National Environmental Management: Waste Act 2008
Ni	The symbol for nickel
NIHL	Number of employees diagnosed with noise-induced hearing loss in the reporting period. New cases are recorded when: <ul style="list-style-type: none"> – The rules for diagnostic criteria for occupational disease in Anglo American have been met – There is a pattern consistent with NIHL on the audiogram – Average hearing loss at frequencies 0.5, 1, 2, 3 and 4kHz for both ears is greater than 25dB(A) – There is a 10dB(A) change in the average hearing loss since the preplacement audiogram recorded on employment by Anglo American – The employee has not been previously counted as NIHL.
Non-hazardous waste to legal landfill	Considers only domestic (non-hazardous) waste generated in the reporting period. A legal landfill is one designed and operated to contain the wastes and resultant products in compliance with legislation or internationally accepted practice
NOx	Emissions of nitrogen oxides from diesel engines
Number of employees who know their HIV status	Total employees who are known to be HIV-positive on the medical records (irrespective of the year of testing or testing facility), and who are still employed at the end of the current reporting month, as well as total employees whose last test confirmed an HIV sero-negative status (based on VCT (voluntary counselling and testing) result in a calendar year), and who are still employed at the end of the last reporting month
NWS	National waste strategy (South Africa)
OEL	Occupational exposure limit
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 and named PM ₁₀ . 'Small' particles are under 2.5 micrometres. They are named PM _{2.5} and cause more severe health effects. Our data on particulates refers to the mass of particulates released to atmosphere from point sources
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
Potable water	Potable water, also known as drinking water, comes from any water resources that were treated to high-quality levels that meet the regulatory standards for human consumption

Prill	A prill split in the context of PGM mining indicates the relative proportions of the various PGMs contained in a tonne of ore. The prill split is classified as a 4E prill split when it reports on the elements: platinum, palladium, rhodium and gold
Primary activities	Activities in an operation to produce product(s), including dust suppression in the operational area
Pt	Symbol for platinum
Pt oz	Equivalent refined platinum ounce(s). Equivalent ounces are mined ounces expressed as refined ounces
Raw water	Raw water is found in the environment, including ground water, rivers or other natural water bodies, that has not been treated. This water would require some level of treatment to meet appropriate drinking water standards
ROCE	Return on adjusted capital employed attributable to equity shareholders of Anglo American Platinum; excludes the portion of the return and capital employed attributable to non-controlling interests in operations where Anglo American Platinum has control but does not hold 100% of the equity. Calculated as annualised underlying EBIT divided by adjusted capital employed
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 1996
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 citizens, while ensuring economic growth and socio-economic development
SO₂	Mass of sulfur dioxide (SO ₂) released from point sources and fugitive emissions to atmosphere in 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
Total environmental incidents	<p>We classify environmental incidents on a scale of 1 to 5 based on increasing severity, in line with the Anglo American 5 x 5 risk matrix, which plots potential incidents against their likelihood of occurring and the severity of their consequence.</p> <p>A level 1 incident will have a minor impact on the environment while a level 5 incident will have a major impact. Correct classification of incidents is important as it determines the level of response, investigation and reporting required.</p> <p>From January 2018, we implemented an updated classification process for environmental incidents, which maintains the level 1 to 5 classification scale while providing substantially greater guidance and rigour to the classification process.</p> <p>The following components are considered when rating the severity of environmental incidents:</p> <p>Scale: How significant is the size/scale of impact relative to size/scale of receiving environment?</p> <p>Sensitivity: How sensitive is receiving environment to the impact? How special or unique is the area that has been impacted?</p> <p>Remediation and clean-up: How difficult is the impact to contain, remediate and/or clean up? How much time and/or resources are required to manage the incident?</p>
Total recordable case frequency rate (TRCFR)	TRCFR is a rate per 1 million hours of employee and contractor fatal injuries, lost-time injuries and medical treatment cases. First-aid cases – minor work-related injuries which, in normal circumstances, can be treated successfully in line with recognised first-aid training – are not included. Injuries are diagnosed by medical and safety professionals according to Anglo American criteria. These criteria are additional to local legal reporting and compensation requirements. From 2018, we have reported injury frequency rates per million hours worked to align with ICMM and other global mining companies. This allows for a more granular view, which is valuable as our injury numbers have reduced significantly in recent years
Total scope 1 carbon emissions	Scope 1 emissions include CO ₂ (e) emissions from fossil fuels, coal seam gas fugitive emissions, renewable fuels, and operational processes. Process emissions include those associated with on-site and managed sewerage facilities, on-site water-treatment facilities, use of carbonates in acid-leaching processes at copper-processing facilities, fugitive emissions in producing phosphates

Total scope 2 carbon emissions	Scope 2 emissions include CO ₂ from electricity purchased and reported in kilotonnes CO ₂ (e)
Total social investment	CSI spend including contributions paid to community trusts and dividends paid to communities
Total water withdrawal (Megalitres/thousand m³)	Total volume of water received from the water environment and/or third-party suppliers including precipitation and runoff
Total work-related fatal injuries	A fatality is an employee or contractor death resulting from a work-related injury. Anglo American Platinum records all work-related losses of life for the purposes of internal and external investigation, management action, legal process and compensation. However, while fatal injuries that result from criminal activity and public-road incidents are recorded for management purposes, these are not included in formal statistics and frequency rate calculations
tpm	Tonnes per month
VSP	Voluntary severance package
Workers potentially exposed to inhalable hazards above exposure limit and workers potentially exposed to carcinogens above exposure limit	<p>Total number of employees assigned to homogenous exposure groups in an 'A' classification band, ie ≥OEL (without taking into account PPE) for inhalable hazards for the reporting period.</p> <p>Inhalable hazards and carcinogens include:</p> <ul style="list-style-type: none"> – Coal dust (respirable particulate) – Respirable crystalline silica – Diesel particulate matter – Nickel (water-soluble compounds) – Copper dusts and mists – Sulphuric acid mists – Sulfur dioxides – Arsenic – Coal-tar pitch volatiles – Cobalt dust (respirable and inhalable) – Welding fumes – Volatile organic compounds (VOCs). <p>Total number of employees (including long-term contractors) exposed to one or more known causes of occupational cancer including arsenic, coal-tar pitch volatiles, cobalt, diesel particulate matter, nickel (soluble and insoluble) and solar radiation at levels ≥OEL. For solar radiation: the number of workers working in open environments (without roof cover) for periods over four hours per shift exposed to excessive sunlight</p>

Administration

Directors

Executive directors

N Viljoen (chief executive officer)
CW Miller (finance director)

Independent non-executive directors

RJ Dixon
T Leoka
NP Mageza
NT Moholi
D Naidoo
JM Vice

Non-executive directors

M Cutifani (Australian)
NB Mbazima (Zambian)
N Fakude
A Michaud-Ahmed (British)

Company secretary

Elizna Viljoen
elizna.viljoen@angloamerican.com
Telephone +27 (0) 11 638 3425
Facsimile +27 (0) 11 373 5111

Financial, administrative, technical advisers

Anglo Corporate Services South Africa Proprietary Limited

Corporate and divisional office, registered office and business and postal addresses of the company secretary and administrative advisers

144 Oxford Road
Melrose
Rosebank
2196

Postnet Suite 153
Private Bag X31
Saxonwold
Gauteng
2132

Telephone +27 (0) 11 373 6111

Sponsor

Merrill Lynch South Africa Proprietary Limited
The Place
1 Sandton Drive
Sandton, 2196
PO Box 651987
Benmore 2010

Telephone +27 (0) 11 305 5822
juliabenade@baml.com

Registrar

Computershare Investor Services Proprietary Limited
Rosebank Towers
15 Biermann Avenue
Rosebank 2196
Private Bag X9000
Saxonwold 2132
Telephone +27 (0) 11 370 5000
Facsimile +27 (0) 11 688 5200

Auditor

PricewaterhouseCoopers Inc.
PwC Towers
4 Lisbon Lane
Waterfall City
2090

Investor relations

Emma Chapman
emma.chapman@angloamerican.com
Telephone +27 (0) 11 373 6239

Lead Competent Persons

Andrew Smith: Lead Ore Reserves
andrew.smith1@angloamerican.com
Telephone +44 793 603 0676

Kavita Mohanlal: Principal Mineral Resources estimation
kavita.mohanlal@angloamerican.com
Telephone +27 (0) 11 373 6795

Fraud line – yourvoice

Anonymous whistleblower facility 087 232 5426 (South Africa)
www.yourvoice.angloamerican.com



Human resources-related queries

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

Bursaries email: bursaries@angloplat.com



Career information: www.angloamericanplatinum.com/careers



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