



# SUSTAINABILITY DATA TABLES



# 2020

## SAFETY

Operation	SHEQ certification	LTIFR					Awards/Achievements in F2020
		F2020	F2019	F2018	F2017	F2016	
<b>Ferrous division</b>							
Beeshoek Mine	ISO 9001, ISO 14001, ISO 45001, SANS 16001	<b>0.13</b>	0.06	0.07	0.15	0.07	<p>Achieved 18 000 fatality free production shifts on 16 August 2019, an accomplishment that took 16 years and 5 months to achieve.</p> <p>Achieved 365 successive days without a lost time injury on 9 September 2019.</p> <p>Received the first prize for best safety performance as well as the second prize for the most improved safety performance in the base metals category at the 10th annual South African Mining Industry SHE Awards day.</p> <p>Received the runner-up award in the Northern Cape Mine Managers' Association competition for the best safety performance.</p> <p>After year-end, Beeshoek achieved 19 000 fatality free production shifts on 20 July 2020 over a period of 17 years and 4 months.</p>
Black Rock Mine	ISO 9001, ISO 14001, ISO 45001, SANS 16001	<b>0.27</b>	0.33	0.20	0.24	0.35	<p>Achieved 8 million fatality free shifts on 11 March 2020. This significant milestone took 11 years and 2 months to reach and has only been achieved by a select few mines in South Africa, including Modikwa Mine.</p> <p>The mine also improved its LTIFR by 21 % year-on-year.</p>
Khumani Mine	ISO 9001, ISO 14001, ISO 45001, SANS 16001	<b>0.13</b>	0.08	0.10	0.10	0.17	Achieved 3 million fatality free shifts on 29 November 2019.
Cato Ridge Works	ISO 9001, ISO 14001, ISO 45001, SANS 16001	<b>0.36</b>	–	–	0.19	0.17	Completed 2.5 million fatality free shifts.
Machadodorp Works	ISO 9001. Historically ISO 14001 and OHSAS 18001 certified but did not undergo re-certification audits during F2019 & F2020. Remains aligned with ISO 14001 and OHSAS 18001.	<b>1.42</b>	–	–	–	0.55	Two lost time injuries, but due to low workforce and man hours, resulted in a high LTIFR.

## SAFETY continued

Platinum division							
Modikwa Mine	ISO 9001. Historically ISO 14001 and OHSAS 18001 certified. Did not undergo ISO 14001 or OHSAS 18001 certification audits in F2020. Migrating from OHSAS 18001 to ISO 45001.	<b>0.85</b>	0.90	0.72	0.58	0.64	Achieved 1 million fatality free shifts on 6 January 2020. A focused safety turnaround project is being implemented.
Nkomati Mine	ISO 9001, ISO 14001 and OHSAS 18001.	<b>0.29</b>	0.07	0.30	0	0.09	A tragic accident occurred in October 2019 when Mr Makoti Marks Tshwale, a water truck operator employed by a contractor, was fatally injured when he lost control of the truck he was driving and it overturned.
Two Rivers Mine	ISO 9001, ISO 14001 and ISO 45001.	<b>0.41</b>	0.47	0.39	0.31	0.41	Regrettably, Mr Mpedi Ishmael Malatji, a load haul dump operator was fatally injured in an accident involving trackless moving machinery underground in September 2019.

SAFETY continued

**SECTION 54 AND SECTION 55 NOTICES**

	Section 54 Notices					Shifts/days lost				
	F2020	F2019	F2018	F2017	F2016	F2020	F2019	F2018	F2017	F2016
<b>Ferrous division</b>										
Beeshoek Mine	–	–	1	–	–	–	–	–	–	–
Khumani Mine	2	–	–	1	–	–	–	–	–	–
Black Rock Mine	–	1	1	–	1	–	–	3	–	–
<b>Platinum division</b>										
Nkomati Mine	4	–	5	5	4	10	–	15	13	14
Two Rivers Mine	9	6	13	3	7	31	4	24	12	17
Modikwa Mine	13	12	11	12	16	71	60	47	53	35
<b>Total</b>	<b>28</b>	19	31	21	28	<b>112</b>	64	89	78	66

	Section 55 Notices					Shifts/days lost				
	F2020	F2019	F2018	F2017	F2016	F2020	F2019	F2018	F2017	F2016
<b>Ferrous division</b>										
Beeshoek Mine	–	–	–	–	–	–	–	–	–	–
Khumani Mine	–	–	1	–	–	–	–	–	–	–
Black Rock Mine	1	1	–	–	–	–	–	–	–	–
<b>Platinum division</b>										
Nkomati Mine	–	–	–	1	1	–	–	–	–	–
Two Rivers Mine	–	–	3	–	1	–	–	–	–	–
Modikwa Mine	4	1	4	–	–	–	–	–	–	–
<b>Total</b>	<b>5</b>	2	8	1	2	–	–	–	–	–

	F2020	F2019	F2018	F2017	F2016
Number of employees per safety stats	10 887	11 316	12 266	11 531	13 109
Number of contractors per safety stats	7 908	9 319	9 285	8 188	8 479
<b>Total</b>	<b>18 795</b>	20 634	21 551	19 719	21 588

## SAFETY continued

2020 Safety performance by region	Employees			Contractors			Total			Average total hours worked											
	Fatalities	Lost time injuries	Recordable injuries	Fatalities	Lost time injuries	Recordable injuries	Fatalities	Lost time injuries	Recordable injuries	Employees	Contractors	Total									
ARM Corporate	–	–	–	–	–	–	–	–	–	–	–	–	192 036	35 364	227 400						
Beeshoek Mine	–	1	4	–	1	2	–	2	6	–	0.11	0.43	–	0.15	0.31	–	0.13	0.38	1 840 275	1 300 703	3 140 978
Blackrock Mine	–	6	11	–	4	4	–	10	15	–	0.28	0.51	–	0.25	0.25	–	0.27	0.40	4 306 943	3 235 113	7 542 056
Cato Ridge Works	–	2	2	–	–	–	–	2	2	–	0.57	0.57	–	–	–	–	0.36	0.36	696 004	426 623	1 122 627
Khumani Mine	–	1	6	–	2	8	–	3	14	–	0.06	0.38	–	0.25	1.01	–	0.13	0.59	3 183 723	1 587 483	4 771 206
Machadodorp Works	–	1	1	–	1	2	–	2	3	–	1.82	1.82	–	1.16	2.33	–	1.42	2.13	109 618	172 010	281 628
Modikwa Mine	–	43	81	–	6	15	–	49	96	–	1.00	1.88	–	0.42	1.05	–	0.85	1.67	8 631 440	2 853 050	11 484 490
Nkomati Mine	–	2	6	1	4	15	1	6	21	–	0.28	0.83	0.07	0.30	1.11	0.048	0.29	1.01	1 453 480	2 693 044	4 146 524
Two Rivers Mine	1	11	19	–	1	2	1	12	21	0.045	0.50	0.86	–	0.13	0.27	0.034	0.41	0.71	4 400 294	1 504 609	5 904 903
<b>ARM total</b>	<b>1</b>	<b>67</b>	<b>130</b>	<b>1</b>	<b>19</b>	<b>48</b>	<b>2</b>	<b>86</b>	<b>178</b>	<b>0.008</b>	<b>0.54</b>	<b>1.05</b>	<b>0.01</b>	<b>0.28</b>	<b>0.70</b>	<b>0.010</b>	<b>0.45</b>	<b>0.92</b>	<b>24 813 813</b>	<b>13 807 999</b>	<b>38 621 812</b>
ARM Corporate	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	192 036	35 364	227 400
Ferrous division	–	11	24	–	8	16	–	19	40	–	0.22	0.47	–	0.24	0.48	–	0.23	0.47	10 136 563	6 721 932	16 858 495
Platinum division	1	56	106	1	11	32	2	67	138	0.014	0.77	1.46	0.03	0.31	0.91	0.019	0.62	1.28	14 485 214	7 050 703	21 535 917
<b>ARM total</b>	<b>1</b>	<b>67</b>	<b>130</b>	<b>1</b>	<b>19</b>	<b>48</b>	<b>2</b>	<b>86</b>	<b>178</b>	<b>0.008</b>	<b>0.54</b>	<b>1.05</b>	<b>0.01</b>	<b>0.28</b>	<b>0.70</b>	<b>0.010</b>	<b>0.45</b>	<b>0.92</b>	<b>24 813 813</b>	<b>13 807 999</b>	<b>38 621 812</b>
<b>By region</b>																					
Gauteng (ARM Corporate)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	192 036	35 364	227 400
KwaZulu-Natal (Cato Ridge Works)	–	2	2	–	–	–	–	2	2	–	0.57	0.57	–	–	–	–	0.36	0.36	696 004	426 623	1 122 627
Mpumalanga (Modikwa, Two Rivers and Nkomati Mines, and Machadodorp Works)	1	57	107	1	12	34	2	69	141	0.014	0.78	1.47	0.03	0.33	0.94	0.018	0.63	1.29	14 594 832	7 222 713	21 817 545
Northern Cape (Beeshoek, Black Rock and Khumani Mines)	–	8	21	–	7	14	–	15	35	–	0.17	0.45	–	0.23	0.46	–	0.19	0.45	9 330 941	6 123 299	15 454 240
<b>ARM total</b>	<b>1</b>	<b>67</b>	<b>130</b>	<b>1</b>	<b>19</b>	<b>48</b>	<b>2</b>	<b>86</b>	<b>178</b>	<b>0.008</b>	<b>0.54</b>	<b>1.05</b>	<b>0.014</b>	<b>0.28</b>	<b>0.70</b>	<b>0.010</b>	<b>0.45</b>	<b>0.92</b>	<b>24 813 813</b>	<b>13 807 999</b>	<b>38 621 812</b>

## SAFETY continued

2019 Safety performance by region	Employees			Contractors			Total			Employees			Contractors			Total			Average total hours worked		
	Fatalities	Lost time injuries	Recordable injuries	Fatalities	Lost time injuries	Recordable injuries	Fatalities	Lost time injuries	Recordable injuries	Fatality frequency rate	Lost time injury frequency rate	Recordable injury frequency rate	Fatality frequency rate	Lost time injury frequency rate	Recordable injury frequency rate	Fatality frequency rate	Lost time injury frequency rate	Recordable injury frequency rate	Employees	Contractors	Total
ARM Corporate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	192 036	35 364	227 400	
Beeshoek Mine	-	1	3	-	-	-	-	1	3	-	0.11	0.33	-	-	-	-	0.06	0.19	1 806 425	1 294 158	3 100 583
Blackrock Mine	-	9	24	-	5	17	-	14	41	-	0.41	1.08	-	0.25	0.86	-	0.33	0.98	4 430 300	3 950 918	8 381 218
Cato Ridge Works	-	-	1	-	-	-	-	-	1	-	-	0.27	-	-	-	-	-	0.17	732 998	420 181	1 153 179
Khumani Mine	-	2	8	-	-	9	-	2	17	-	0.12	0.48	-	-	0.95	-	0.08	0.65	3 338 566	1 902 929	5 241 495
Machadodorp Works	-	-	-	-	-	1	-	-	1	-	-	-	-	-	1.01	-	-	0.60	134 972	197 264	332 236
Modikwa Mine	1	52	93	-	4	6	1	56	99	0.022	1.14	2.04	-	0.24	0.35	0.016	0.90	1.58	9 104 650	3 394 010	12 498 660
Nkomati Mine	-	1	4	-	1	15	-	2	19	-	0.12	0.48	-	0.05	0.76	-	0.07	0.68	1 654 537	3 966 998	5 621 535
Two Rivers Mine	-	14	38	-	1	6	-	15	44	-	0.60	1.62	-	0.12	0.74	-	0.47	1.39	4 702 538	1 631 758	6 334 296
<b>ARM total</b>	<b>1</b>	<b>79</b>	<b>171</b>	<b>-</b>	<b>11</b>	<b>54</b>	<b>1</b>	<b>90</b>	<b>225</b>	<b>0.008</b>	<b>0.61</b>	<b>1.31</b>	<b>-</b>	<b>0.13</b>	<b>0.64</b>	<b>0.005</b>	<b>0.42</b>	<b>1.05</b>	<b>26 097 022</b>	<b>16 793 580</b>	<b>42 890 602</b>
ARM Corporate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	192 036	35 364	227 400	
Ferrous division	-	12	36	-	5	27	-	17	63	-	0.23	0.69	-	0.13	0.70	-	0.19	0.69	10 443 261	7 765 450	18 208 711
Platinum division	1	67	135	-	6	27	1	73	162	0.013	0.87	1.75	-	0.13	0.60	0.008	0.60	1.32	15 461 725	8 992 766	24 454 491
<b>ARM total</b>	<b>1</b>	<b>79</b>	<b>171</b>	<b>-</b>	<b>11</b>	<b>54</b>	<b>1</b>	<b>90</b>	<b>225</b>	<b>0.008</b>	<b>0.61</b>	<b>1.31</b>	<b>-</b>	<b>0.13</b>	<b>0.64</b>	<b>0.005</b>	<b>0.42</b>	<b>1.05</b>	<b>26 097 022</b>	<b>16 793 580</b>	<b>42 890 602</b>
<b>By region</b>																					
Gauteng (ARM Corporate)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	192 036	35 364	227 400	
KwaZulu-Natal (Cato Ridge Works)	-	-	1	-	-	-	-	-	1	-	-	0.27	-	-	-	-	-	0.18	732 998	420 181	1 153 179
Mpumalanga (Modikwa, Two Rivers and Nkomati Mines, and Machadodorp Works)	1	67	135	-	6	28	1	73	163	0.013	0.86	1.73	-	0.13	0.61	0.008	0.59	1.32	15 596 697	9 190 030	24 786 727
Northern Cape (Beeshoek, Black Rock and Khumani Mines)	-	12	35	-	5	26	-	17	61	-	0.25	0.73	-	0.14	0.73	-	0.20	0.73	9 575 291	7 148 005	16 723 296
<b>ARM total</b>	<b>1</b>	<b>79</b>	<b>171</b>	<b>-</b>	<b>11</b>	<b>54</b>	<b>1</b>	<b>90</b>	<b>225</b>	<b>0.008</b>	<b>0.61</b>	<b>1.31</b>	<b>-</b>	<b>0.13</b>	<b>0.64</b>	<b>0.005</b>	<b>0.42</b>	<b>1.05</b>	<b>26 097 022</b>	<b>16 793 580</b>	<b>42 890 602</b>

\* Lubambe Mine was sold in December 2017. Safety data is included up to the date of disposal.

## Safety definitions

ARM safety definitions align with the Mine Health and Safety Act (MHSA), the Occupational Health and Safety Act (OHSA) and the ICMM Health and Safety Performance Indicators, available at <https://icmm.com/en-gb/guidance/health/health-and-safety-performance-indicators>.

### Employees

ARM considers contractors as employees from a health and safety point of view and statistics include contractor hours worked, as well as injuries sustained, in line with legislation and industry standards.

### Lost Time Injuries LTIs

Any work-related injury that results in a worker being unable to perform their normal duty or similar work on the calendar day following the day of the injury is reported as a Lost Time Injury (LTI). If a suitably qualified medical professional advises that the injured person is unable to perform their normal duties or similar work on the next calendar day after the injury, regardless of the injured person's next rostered shift, a Lost Time Injury is deemed to have occurred.

### Recordable Injuries RIs

A recordable injury case is a work-related injury of sufficient severity that it requires medical treatment beyond first aid or results in the worker's inability to perform their normal duty or similar work on the calendar day following the day of the injury. Medical treatment beyond first aid refers to treatment regardless of the professional status of the person providing the treatment. At a minimum, it includes wounds that need suturing, fractures, bruising that requires drainage of blood, second and third degree burns and cases where prescription drugs or non-prescription drugs at prescription dosage are prescribed to manage symptoms. Recordable injuries include non-LTI injuries that require medical treatment, Lost Time Injuries and fatalities.

### Reportable accident MHSA

For the mining operations to which the Mine Health and Safety Act applies; in terms of Chapter 23, reportable accidents refer to any accident that results in:

- a) the death of an employee;
- b) an injury to any employee, likely to be fatal;
- c) unconsciousness, incapacitation from heatstroke or heat exhaustion, oxygen deficiency, the inhalation of fumes or poisonous gas, or electric shock or electric burn accidents of or by any employee and which is not reportable in terms of paragraph (d);

d) an injury which either incapacitates the injured employee for performing that employee's normal or similar occupation for a period totaling 14 days or more, or which causes the injured employee to suffer the loss of a joint, or part of a joint, or sustain a permanent disability;

e) an injury, other than injuries referred to in paragraph (d), which incapacitates the injured employee from performing that employee's normal or similar occupation on the next calendar day.

### Reportable accident OHSA

For the smelters to which the Occupational Health and Safety Act 85 of 1993 applies, reportable accidents are defined in Sections 24 and 25 of the Act, as follows:

Each incident occurring at work or arising out of or in connection with the activities of persons at work, or in connection with the use of plant or machinery, in which, or in consequence of which:

- a) any person dies, becomes unconscious, suffers the loss of a limb or part of a limb or is otherwise injured or becomes ill to such a degree that he/she is likely either to die or to suffer a permanent physical defect or likely to be unable for a period of at least 14 days either to work or to continue with the activity for which he/she was employed or is usually employed;
- b) a major incident occurred; or
- c) the health or safety of any person was endangered and where:
  - i. a dangerous substance was spilled;
  - ii. the uncontrolled release of any substance under pressure took place;
  - iii. machinery or any part thereof fractured or failed resulting in flying, falling or uncontrolled moving objects; or
  - iv. machinery ran out of control.

### Section 54 of the MHSA

Provides for an Inspector of Mines, who has reason to believe that any occurrence, practice or condition at a mine endangers or may endanger the health or safety of any person at the mine, to give any instruction necessary to protect the health or safety of persons at the mine, including an instruction that operations at the mine or a part of the mine be halted.

### Section 55 of the MHSA

Allows for an Inspector of Mines, who has reason to believe that an employer has failed to comply with any provision of the Mine Health and Safety Act, to instruct that employer in writing to take any steps that the Inspector considers necessary to comply with the provision.

## Occupational health and wellness

### CHRONIC CONDITIONS

Medical condition	F2020			
	Newly diagnosed	Existing	Total of employees with condition	Percentage of total workforce affected
Hypertension	170	2 669	2 839	15.1%
Diabetes Type 1	5	62	67	0.4%
Diabetes Type 2	29	526	555	3.0%
Epilepsy	1	14	15	0.1%
Upper Respiratory Tract Infections (URTI) (including repeats)			8 694	46.3%

### AUDIOMETRIC EXAMINATIONS

	F2020	F2019	F2018	F2017	F2016
Number of tests performed	31 284	36 572	33 812	38 723	29 715
Number of tests referred	150	168	210	137	93
Percentage of total (referred/performed)	0.48	0.46	0.62	0.35	0.31
Number of tests submitted for compensation	14	26	68	21	20
Percentage of total (comp. submit./performed)	0.04	0.07	0.20	0.05	0.07
Number of cases compensated	34	22	65	–	15
Percentage of total (compensated/referred)	22.67	13.10	30.95	0.00	16.13

### NOISE-INDUCED HEARING LOSS

	F2020	
	Number of employees	Percentage of total workforce
<b>Shifts in PLH (percentage loss of hearing)</b>		
PLH >5% to <10%	389	2.1%
PLH >10%	214	1.1%

### NOISE-INDUCED HEARING LOSS PER OPERATION

Operation	F2020		F2019		F2018		F2017		F2016	
	Referred	Submitted for compensation	Referred	Submitted for compensation	Referred	Submitted for compensation	Referred	Submitted for compensation	Referred	Submitted for compensation
Beeshoek Mine	14	4	5	1	8	–	14	–	23	3
Khumani Mine	36	2	18	4	1	1	6	1	3	1
Black Rock Mine	7	–	8	1	11	0	9	1	9	–
Cato Ridge Works	32	1	13	–	–	0	1	–	–	–
Machadodorp Works	1	–	–	–	–	1	4	–	–	–
Nkomati Mine	3	–	–	–	1	1	1	1	5	1
Two Rivers Mine	15	1	46	2	27	18	48	7	–	–
Modikwa Mine	42	6	78	18	162	47	54	11	51	15
<b>Total</b>	<b>150</b>	<b>14</b>	168	26	210	68	137	21	91	20



## Environment

### CARBON FOOTPRINT (tCO<sub>2</sub>e): SCOPE 1 AND 2 ON AN ATTRIBUTABLE BASIS

	F2020	F2019	F2018	F2017	F2016
Beeshoek Mine	37 078	42 352	40 187	36 189	37 211
Khumani Mine	157 469	160 409	144 921	144 442	146 394
Black Rock Mine	77 088	77 265	70 228	68 167	61 773
Dwarsrivier Mine	–	–	–	–	32 221
Cato Ridge Works	286 799	337 490	325 819	352 623	335 633
Machadodorp Works	13 236	6 514	5 876	6 618	2 611
Nkomati Mine	195 609	224 904	203 050	197 968	213 557
Two Rivers Mine	129 246	131 271	120 109	124 948	126 467
Modikwa Mine	119 683	121 683	115 876	112 072	116 756
Lubambe Mine*	–	–	–	4 227	4 955
Corporate office	444	726	182	164	168
<b>ARM total</b>	<b>1 016 652</b>	<b>1 102 614</b>	<b>1 026 249</b>	<b>1 047 418</b>	<b>1 077 746</b>
Ferrous division	571 670	624 030	587 032	608 040	615 843
Platinum division	444 538	477 858	439 035	434 988	456 780
Copper division*	0	0	0	4 227	4 954
Corporate office	444	726	182	164	167
<b>ARM total</b>	<b>1 016 652</b>	<b>1 102 614</b>	<b>1 026 249</b>	<b>1 047 418</b>	<b>1 077 744</b>

### ELECTRICITY (MWH) – 100% BASIS

	F2020	F2019	F2018	F2017	F2016
Beeshoek Mine	32 561	38 275	38 762	34 937	35 627
Khumani Mine	198 217	195 599	189 462	206 023	200 131
Black Rock Mine	127 957	126 944	125 792	121 656	108 039
Dwarsrivier Mine	–	–	–	–	58 122
Cato Ridge Works	397 537	453 658	463 924	500 701	473 292
Machadodorp Works	11 680	11 430	11 432	12 097	12 171
Nkomati Mine	323 851	354 285	342 372	329 210	350 847
Two Rivers Mine	209 232	211 514	209 593	215 371	213 076
Modikwa Mine	261 857	266 238	274 746	260 016	265 561
Lubambe Mine*	–	–	–	104 316	103 776
Corporate office	419	685	187	164	160
<b>ARM total</b>	<b>1 563 311</b>	<b>1 658 628</b>	<b>1 656 271</b>	<b>1 784 491</b>	<b>1 820 802</b>
Ferrous division	767 952	825 906	829 371	875 415	887 382
Platinum division	794 940	832 037	826 710	804 597	829 484
Copper division*	0	0	0	104 316	103 776
Corporate office	419	685	187	164	160
<b>ARM total</b>	<b>1 563 311</b>	<b>1 658 628</b>	<b>1 656 268</b>	<b>1 784 491</b>	<b>1 820 802</b>

\* Lubambe Mine was sold in December 2017.

## ENVIRONMENT continued

**DIESEL CONSUMPTION (000 LITRES) – 100% BASIS**

	<b>F2020</b>	F2019	F2018	F2017	F2016
Beeshoek Mine	<b>14 122</b>	15 497	14 993	13 457	13 584
Khumani Mine	<b>36 310</b>	38 763	37 410	30 556	32 575
Black Rock Mine	<b>6 117</b>	6 203	5 937	4 919	5 153
Dwarsrivier Mine		0	0	0	1 950
Cato Ridge Works	<b>294</b>	329	594	454	404
Machadodorp Works	<b>311</b>	327	229	450	596
Nkomati Mine	<b>17 261</b>	26 327	26 295	25 212	24 436
Two Rivers Mine	<b>4 504</b>	4 816	4 382	4 283	4 180
Modikwa Mine	<b>3 653</b>	3 792	4 394	4 534	4 744
Lubambe Mine		0	0	3 628	4 347
Corporate office	<b>0</b>	0	0	1	2
<b>ARM total</b>	<b>82 572</b>	96 055	94 234	87 494	91 974
Ferrous division	<b>57 155</b>	61 118	59 163	49 837	54 264
Platinum division	<b>25 417</b>	34 936	35 071	34 029	33 361
Copper division	<b>0</b>	0	0	3 628	4 347
Corporate office	<b>–</b>	–	–	1	2
<b>ARM total</b>	<b>82 572</b>	96 055	94 234	87 494	91 974

**WATER WITHDRAWN (m<sup>3</sup>) – 100% BASIS**

	<b>F2020</b>	F2019	F2018	F2017	F2016
Beeshoek Mine	<b>5 014 997</b>	5 355 264	4 110 562	4 552 211	5 023 349
Khumani Mine	<b>4 506 487</b>	4 485 190	4 433 545	3 999 709	4 634 128
Black Rock Mine	<b>2 298 319</b>	1 701 745	1 400 366	1 008 977	1 129 808
Dwarsrivier Mine			0	0	449 792
Cato Ridge Works	<b>265 829</b>	293 499	239 013	222 329	242 051
Machadodorp Works	<b>67 492</b>	53 847	20 119	28 675	34 599
Nkomati Mine	<b>2 470 088</b>	4 309 259	3 623 162	1 248 453	3 108 637
Two Rivers Mine	<b>1 664 433</b>	1 893 053	2 944 391	1 655 673	2 443 191
Modikwa Mine	<b>3 980 023</b>	3 681 583	1 525 394	1 256 660	1 147 115
Lubambe Mine			0	323 306	853 630
<b>ARM total</b>	<b>20 267 668</b>	21 773 440	18 296 551	14 295 993	19 066 300
Ferrous division	<b>12 153 124</b>	11 889 545	10 203 604	9 811 901	11 513 727
Platinum division	<b>8 114 544</b>	9 883 895	8 092 947	4 160 786	6 698 943
Copper division	<b>0</b>	0	0	323 306	853 630
<b>ARM total</b>	<b>20 267 668</b>	21 773 440	18 296 551	14 295 993	19 066 300

## Workforce breakdown

as at 30 June 2020

### BREAKDOWN BY GENDER AND CONTRACT TYPE

Breakdown by operation	Permanent employees			Temporary employees			Full-time employees (Perm + Temp)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Beeshoek Mine (Northern Cape)	574	135	709	25	18	43	599	153	752
Khumani Mine (Northern Cape)	1 485	361	1 846	33	57	90	1 518	418	1 936
Black Rock Mine (Northern Cape)	1 996	417	2 413	38	14	52	2 034	431	2 465
Cato Ridge Works (KwaZulu Natal)	272	75	347	–	1	1	272	76	348
Machadodorp Works (Mpumalanga)	50	12	62	2	2	4	52	14	66
Modikwa Mine (Mpumalanga)	3 465	524	3 989	22	17	39	3 487	541	4 028
Two Rivers Mine (Mpumalanga)	1 757	549	2 306	19	40	59	1 776	589	2 365
Nkomati Mine (Mpumalanga)	377	108	485	12	12	24	389	120	509
ARM Head Office (Gauteng)	129	69	198	2	9	11	131	78	209
<b>Total employees</b>	<b>10 105</b>	<b>2 250</b>	<b>12 355</b>	<b>153</b>	<b>170</b>	<b>323</b>	<b>10 258</b>	<b>2 420</b>	<b>12 678</b>

Breakdown by operation	Contractors			Total workforce		
	Male	Female	Total	Male	Female	Total
Beeshoek Mine (Northern Cape)	245	60	305	844	213	1 057
Khumani Mine (Northern Cape)	1 692	257	1 949	3 210	675	3 885
Black Rock Mine (Northern Cape)	2 785	369	3 154	4 819	800	5 619
Cato Ridge Works (KwaZulu Natal)	174	31	205	446	107	553
Machadodorp Works (Mpumalanga)	64	12	76	116	26	142
Modikwa Mine (Mpumalanga)	611	47	658	4 098	588	4 686
Two Rivers Mine (Mpumalanga)	826	138	964	2 602	727	3 329
Nkomati Mine (Mpumalanga)	623	373	996	1 012	493	1 505
ARM Head Office (Gauteng)	5	8	13	136	86	222
<b>Total employees</b>	<b>7 025</b>	<b>1 295</b>	<b>8 320</b>	<b>17 283</b>	<b>3 715</b>	<b>20 998</b>

Breakdown by region	Permanent employees			Temporary employees			Full-time employees (Perm + Temp)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Northern Cape	4 055	913	4 968	96	89	185	4 151	1 002	5 153
KwaZulu Natal	272	75	347	–	1	1	272	76	348
Mpumalanga	5 649	1 193	6 842	55	71	126	5 704	1 264	6 968
Gauteng	129	69	198	2	9	11	131	78	209
<b>Total employees</b>	<b>10 105</b>	<b>2 250</b>	<b>12 355</b>	<b>153</b>	<b>170</b>	<b>323</b>	<b>10 258</b>	<b>2 420</b>	<b>12 678</b>

Breakdown by region	Contractors			Total workforce		
	Male	Female	Total	Male	Female	Total
Northern Cape	4 722	686	5 408	8 873	1 688	10 561
KwaZulu Natal	174	31	205	446	107	553
Mpumalanga	2 124	570	2 694	7 828	1 834	9 662
Gauteng	5	8	13	136	86	222
<b>Total employees</b>	<b>7 025</b>	<b>1 295</b>	<b>8 320</b>	<b>17 283</b>	<b>3 715</b>	<b>20 998</b>

## WORKFORCE BREAKDOWN continued

Breakdown by age group	Male	Female	Total
< 30 years old	714	360	1 074
30 – 50 years old	7 803	1 923	9 726
> 50 years old	1 741	137	1 878
<b>Total full time employees</b>	<b>10 258</b>	<b>2 420</b>	<b>12 678</b>

New hires (full-time employees)	Number of new hires			Rate of new hires (%)		
	Male	Female	Total	Male	Female	Total
<b>Breakdown by age group</b>						
< 30 years old	172	110	282	24.1%	30.6%	26.3%
30 – 50 years old	376	171	547	4.8%	8.9%	5.6%
> 50 years old	46	15	61	2.6%	10.9%	3.2%
<b>Total new hires</b>	<b>594</b>	<b>296</b>	<b>890</b>	<b>5.8%</b>	<b>12.2%</b>	<b>7.0%</b>
<b>Breakdown by region</b>						
Northern Cape	248	162	410	6.0%	16.2%	8.0%
KwaZulu Natal	12	7	19	4.4%	9.2%	5.5%
Mpumalanga	326	115	441	5.7%	9.1%	6.3%
Gauteng	8	12	20	6.1%	15.4%	9.6%
<b>Total new hires</b>	<b>594</b>	<b>296</b>	<b>890</b>	<b>5.8%</b>	<b>12.2%</b>	<b>7.0%</b>

Employee turnover (full-time employees)	Turnover numbers			Turnover Rate		
	Male	Female	Total	Male	Female	Total
<b>Breakdown by age group</b>						
< 30 years old	65	52	117	9.1%	14.4%	10.9%
30 – 50 years old	313	146	459	4.0%	7.6%	4.7%
> 50 years old	212	9	221	12.2%	6.6%	11.8%
<b>Total employee turnover</b>	<b>590</b>	<b>207</b>	<b>797</b>	<b>5.8%</b>	<b>8.6%</b>	<b>6.3%</b>
<b>Breakdown by region</b>						
Northern Cape	256	70	326	6.2%	7.0%	6.3%
KwaZulu Natal	10	–	10	3.7%	0.0%	2.9%
Mpumalanga	315	129	444	5.5%	10.2%	6.4%
Gauteng	9	8	17	6.9%	10.3%	8.1%
<b>Total employee turnover</b>	<b>590</b>	<b>207</b>	<b>797</b>	<b>5.8%</b>	<b>8.6%</b>	<b>6.3%</b>

Absenteeism (full-time employees)	Absentee shifts			Absentee rate (per hours scheduled) (%)		
	Male	Female	Total	Male	Female	Total
<b>Absenteeism</b>	<b>83 910</b>	<b>33 015</b>	<b>116 925</b>	<b>4.0%</b>	<b>5.7%</b>	<b>4.4%</b>
<b>Breakdown by region</b>						
Northern Cape	35 282	8 473	43 755	4.6%	4.4%	4.6%
KwaZulu Natal	992	281	1 273	2.3%	2.3%	2.3%
Mpumalanga	47 420	24 066	71 486	4.8%	10.7%	5.9%
Gauteng	216	195	411	0.1%	0.1%	0.1%
<b>Total absenteeism</b>	<b>83 910</b>	<b>33 013</b>	<b>116 925</b>	<b>4.0%</b>	<b>5.7%</b>	<b>4.4%</b>

## WORKFORCE BREAKDOWN continued

Training hours by category and gender (full time employees)	Total training hours			Average training hours		
	Male	Female	Total	Male	Female	Total
Executive Management	64	–	64	4.6	–	3.6
Senior Management	6 870	3 432	10 302	91.6	190.7	110.8
Professionally qualified and experienced specialists and mid-management	12 796	6 176	18 972	42.4	61.8	47.2
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	79 254	23 853	103 107	30.5	41.5	32.5
Semi-skilled and discretionary decision making personnel	145 655	60 022	205 677	24.6	58.5	29.6
Unskilled and defined decision making personnel	68 388	51 026	119 414	51.2	74.5	59.1
<b>ARM Total</b>	<b>313 027</b>	<b>144 509</b>	<b>457 536</b>	<b>30.5</b>	<b>60.0</b>	<b>36.1</b>

Workforce by race and gender	<30 years	30 – 50 years	>50 years	Total
Organisational level				
Executive Management	–	5	13	18
Senior Management	–	53	40	93
Professionally qualified and experienced specialists and mid-management	2	287	113	402
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	223	2 467	484	3 174
Semi-skilled and discretionary decision making personnel	397	5 509	1 049	6 955
Unskilled and defined decision making personnel	339	1 465	217	2 021
<b>Total permanent full time employees</b>	<b>961</b>	<b>9 786</b>	<b>1 916</b>	<b>12 663</b>
Temporary employees	8	4	3	15
<b>Total full time employees</b>	<b>969</b>	<b>9 790</b>	<b>1 919</b>	<b>12 678</b>

## SAFETY continued

Workforce by race and gender Organisational level	Males						Females						Group Total
	African	Coloured	Indian	White	Foreign	Total	African	Coloured	Indian	White	Foreign	Total	
Executive Management	5	1	1	7	0	14	4	0	0	0	0	4	18
Senior Management	24	4	3	41	3	75	8	1	2	6	1	18	93
Professionally qualified and experienced specialists and mid-management	136	27	10	127	2	302	59	17	4	20	0	100	402
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	1 579	319	28	651	22	2 599	405	60	8	101	1	575	3 174
Semi-skilled and discretionary decision making personnel	5 346	270	3	84	226	5 929	860	84	2	79	1	1 026	6 955
Unskilled and defined decision making personnel	1 249	32	2	5	48	1 336	674	11	0	0	0	685	2 021
<b>Total permanent male employees</b>	8 339	653	47	915	301	10 255	2 010	173	16	206	3	2 408	12 663
Temporary employees	3	0	0	0	0	3	10	1	0	1	0	12	15
<b>Total male employees</b>	8 342	653	47	915	301	10 258	2 020	174	16	207	3	2 420	12 678

## BIODIVERSITY MANAGEMENT

Operation	Is the operation in close proximity to area of high biodiversity or protected area?	Biodiversity study completed	Details of Red Data or protected species	Status of Biodiversity Action Plan (BAP)	Strategies for addressing impact
<b>ARM Platinum division</b>					
<b>Nkomati Mine</b>					
<p>There was no additional land disturbed during F2020.</p> <p>A total of 449 hectares have been disturbed to date.</p> <p>88 hectares of the disturbed footprint will be part of the pit lake.</p> <p>A total of 35 hectares have been rehabilitated to date.</p> <p>No communities were resettled in F2020.</p>	<p>No. The mine is located among commercial forestry operations.</p>	<p>Yes.</p>	<p>No Red Data species.</p>	<p>In terms of the BAP, priority actions completed and in progress, include:</p> <p>A continuous programme for the removal of alien invasive plants; and</p> <p>Concurrent rehabilitation of disturbed land, which no longer falls within the mining plan (waste rock dumps and tailings storage facilities).</p>	<p>Integration into local municipal policy and plans, as well as relevant Spatial Development Plans; integration into existing Group policy and management systems, including the Biodiversity and Land Management Plan, Closure Plan and Environmental Management Plan; identification and liaison with stakeholders and neighbouring properties especially with respect to weed/invader and erosion control action plans; post closure land use; and available budget and manpower for implementation, management and maintenance. In terms of water management, a geo-hydrological model and update of the surface water management plan and water balance are in place and are being updated regularly.</p>

## BIODIVERSITY MANAGEMENT continued

Operation	Is the operation in close proximity to area of high biodiversity or protected area?	Biodiversity study completed	Details of Red Data or protected species	Status of Biodiversity Action Plan (BAP)	Strategies for addressing impact
<b>ARM Platinum division</b> continued					
<b>Two Rivers Platinum Mine</b>					
<p>78 hectares of additional land was disturbed during F2020, while 15 hectares of the tailings storage facility (TSF) was rehabilitated and vegetated.</p> <p>A total of 25.5 hectares have been rehabilitated to date.</p> <p>The current estimate of land disturbed and not yet rehabilitated is approximately 328 hectares.</p> <p>No communities were resettled in F2020.</p>	<p>Yes. The mine is located within the Sekhukhune Land Centre for Plant Endemism, which is an area of high biodiversity.</p>	<p>Yes.</p>	<p><b>Priority Red Data plants:</b> <i>Gladiolus</i> sp.nov, <i>Resnova</i> sp.aff.megaphylla, <i>Zantedeschia pentlandi</i> while protected fauna are cicada (<i>Pycna Sylvania</i>), <i>Dromica honesta</i>.</p> <p><b>Other conservations:</b> Important invertebrates confirmed during field work are scorpion species such as <i>Hadogenes ploytrichobothrius</i> (flat rock scorpion), <i>Opisthophthalmus gladifrons</i>, <i>Parabuthus transvaalicus</i>, <i>Uroplectes triangulifer</i> and <i>Pseudolychas</i>. A newly described protected mite species called <i>Zambedianasp. (hetrostigmae)</i> associated with a certain spider species (inhabiting under round shaped stones that are fairly deeply buried up to 1/3 or 1/2 of their depth) called <i>Harpactrella flavipilosa</i>. Ant species confirmed and potentially undescribed, collected during the invertebrate survey, include undescribed <i>Tetramonium</i>, undescribed <i>Camponotus</i>, undescribed <i>Anilmyrma</i>, possibly undescribed <i>Meranoplus</i>, and possibly undescribed <i>Aenictus</i>. The property is dominated by thick leafed plants, most of which occur in the Sekhukhune Land Centre for Plant Endemism.</p>	<p>The Two Rivers Mine BAP has been expanded to cover an additional 650 hectares of the farm De Grooteboom, which is the approved site for the new TSF.</p> <p>Plans are in place to consider expanding the BAP further to include the farms Kalkfontein, Buffelshoek and portions of Tweefontein – upon the incorporation of the Kalkfontein RE Block mining right into the Two Rivers Mine mining right and/or execution thereof.</p>	<p>The BAP is still a pivotal environmental management instrument for the mine and will remain as such. The benefits of having this as an environmental management Instrument will increase upon inclusion of the three outstanding farms – Kalkfontein, Buffelshoek and portions of Tweefontein.</p>



## BIODIVERSITY MANAGEMENT continued

Operation	Is the operation in close proximity to area of high biodiversity or protected area?	Biodiversity study completed	Details of Red Data or protected species	Status of Biodiversity Action Plan (BAP)	Strategies for addressing impact
<b>ARM Platinum division</b> continued					
<b>Two Rivers Platinum Mine</b> continued					
			<p>A new species, <i>Boloponera</i> ant species, a genus previously known only from a single specimen from the Central African Republic, was discovered just outside the new TSF site (De Grootboom).</p> <p>Woodland dominant within the property are:</p> <ul style="list-style-type: none"> <li>» <i>Lydenburgia-Euclea</i> Open Woodland – within which the protected <i>Lydenburgia assinoides</i> plant specimens are dominant;</li> <li>» <i>Sclerocarya – Bolusanthus</i> Open Woodland within which <i>Sclerocarya birrea subsop, caffra</i> (Marula tree) is dominant;</li> <li>» <i>Combretum erythphyllum Riverine</i> Woodland within which <i>Combretum</i> specimens are dominant; and</li> <li>» <i>Phragmites – Imperata</i> Marsh wherein <i>Phragmites</i> species are dominant.</li> </ul>		

## BIODIVERSITY MANAGEMENT continued

Operation	Is the operation in close proximity to area of high biodiversity or protected area?	Biodiversity study completed	Details of Red Data or protected species	Status of Biodiversity Action Plan (BAP)	Strategies for addressing impact
<b>ARM Platinum division</b> continued					
<b>Modikwa Mine</b>					
<p>No disturbance of additional land during F2020.</p> <p>A total of 602 hectares have been disturbed to date.</p> <p>No communities were resettled in F2020.</p>	No.	Yes.	<p>An assessment of protected trees was conducted as part of an Environmental Impact Assessment related to a community road and the following specific tree species were identified and marked for protection along the road.</p> <ul style="list-style-type: none"> <li>» <i>Slerocarya birrea</i>. Caffra (Marula);</li> <li>» <i>Combretum imberbe</i> (Leadwood)</li> <li>» <i>Catha edulis</i> (Bushman's tea);</li> <li>» <i>Lydenburgia cassinoides</i> = <i>Catha transvaalensis</i> (Sekhukhune Bushman's tea);</li> <li>» <i>Searsia batophylla</i> (Red berry); and</li> <li>» <i>Searsia sekhukhuniensis</i> (Sekhukhune-karee).</li> </ul>	<p>The BAP and alien invasive species eradication survey which was conducted during F2017, are being updated.</p> <p>The implementation of the BAP continued.</p>	<p>Further eradication of alien invasive plants will be incorporated into the garden service in F2021.</p>

## BIODIVERSITY MANAGEMENT continued

Operation	Is the operation in close proximity to area of high biodiversity or protected area?	Biodiversity study completed	Details of Red Data or protected species	Status of Biodiversity Action Plan (BAP)	Strategies for addressing impact
<b>ARM Ferrous division</b>					
<b>Cato Ridge Works</b>					
<p>No additional land was disturbed during F2020. A total of 108 hectares have been disturbed and not yet rehabilitated.</p> <p>No communities were resettled in F2020.</p>	<p>Yes. Protected Ngonigoni grasslands, to the south and south-east of the operations.</p>	<p>Yes.</p>	<p>Protected Ngonigoni grasslands.</p> <p>The biodiversity study indicated that none of the Red Data species which could potentially occur in the region, actually occur on site.</p>	<p>Completed.</p> <p>A biodiversity impact study confirmed that no significant impact to the Ngonigoni grasslands would be caused due to historic and current disturbance by activities such as cattle grazing. A memorandum of agreement was signed between Cato Ridge Works, the Wildlands Trust and the e-Thekwini Municipality whereby Cato Ridge Works will financially sponsor the Wildlands Trust to conserve grasslands in the Inanda Dam area.</p>	<p>Implementation of the BAP continues.</p>
<b>Machadodorp Works</b>					
<p>No additional land was disturbed during F2020. A detailed contaminated land assessment was done in F2015 and the total disturbed land is 122 hectares. Approximately 4 hectares have been rehabilitated.</p> <p>No communities were resettled in F2020.</p>	<p>Yes. The smelter is within the proposed Lydenburg Centre of Endemism.</p>	<p>Yes.</p>	<p>None.</p>	<p>The BAP was completed in F2019. Invader species are monitored and controlled as required.</p>	<p>Implementation of the BAP continues.</p>

## BIODIVERSITY MANAGEMENT continued

Operation	Is the operation in close proximity to area of high biodiversity or protected area?	Biodiversity study completed	Details of Red Data or protected species	Status of Biodiversity Action Plan (BAP)	Strategies for addressing impact
<b>ARM Ferrous division</b> continued					
<b>Black Rock Mine</b>					
<p>No land was disturbed during F2020. A total of 804.5 hectares have been disturbed to date.</p> <p>A total area of 12.46 hectares has been rehabilitated to date.</p> <p>No communities were resettled in F2020.</p>	No.	Yes.	<p><i>Acacia erioloba</i> (Camel thorn), <i>Acacia haeratoxylon</i> (Grey Camel thorn)</p> <p><i>Boscia albitrunca</i> (Shepherd tree), <i>Ammocaris coranica</i> (Karoo lily) and <i>Harpagophytum procumbens</i> (Devils claw). The only threatened mammal species found are bats.</p>	Completed and being implemented.	<p>Implementation of the BAP is in progress (including the management of alien and invasive vegetation). Monitoring is done on a continual basis.</p> <p>Continue eradication of invasive species. Protection of indigenous plants by ensuring that disturbance authorisations are obtained prior to disturbing trees or flora.</p>
<b>Beeshoek Mine</b>					
<p>No land was disturbed during F2020. A total of 1 092 hectares have been disturbed to date.</p> <p>10.7 hectares were rehabilitated during F2020 and a total of 53.2 hectares have been rehabilitated to date.</p> <p>No communities were resettled in F2020.</p>	No.	<ul style="list-style-type: none"> <li>» BAP being updated.</li> <li>» Biomonitoring protocol completed and being implemented.</li> <li>» Species monitoring and data collection plan developed.</li> </ul>	<ul style="list-style-type: none"> <li>» Cape Gecko</li> <li>» Common Rough Gecko</li> <li>» <i>Acacia erioloba</i>, <i>Boscia albitrunca</i></li> <li>» <i>Aloe hereoensis</i>, <i>aloe grandidentata</i>.</li> </ul>	<p>Awareness program developed.</p> <p>Biodiversity goals and objectives developed.</p> <p>Regulatory requirements and biodiversity framework identified.</p> <p>Dry and wet biomonitoring process ongoing.</p>	<p>The following focus areas continued in F2020:</p> <ul style="list-style-type: none"> <li>» Environmental impact monitoring;</li> <li>» Biodiversity subject matter included in annual and visitor induction programme;</li> <li>» Awareness posters;</li> <li>» Integrating biodiversity into rehabilitation and land-use planning;</li> <li>» Stakeholder engagement and cooperation; and</li> <li>» Improving land management practices (such as grazing or fire management).</li> </ul>

## BIODIVERSITY MANAGEMENT continued

Operation	Is the operation in close proximity to area of high biodiversity or protected area?	Biodiversity study completed	Details of Red Data or protected species	Status of Biodiversity Action Plan (BAP)	Strategies for addressing impact
<b>ARM Ferrous division</b> continued					
<b>Khumani Mine</b>					
<p>35.3 hectares were disturbed in F2020, bringing the total land disturbed to 3 582 hectares.</p> <p>A total of 6.93 hectares have been rehabilitated to date.</p> <p>No communities were resettled in F2020.</p>	No.	Yes.	<p>The biodiversity survey conducted during 2019 identified the following protected species expected to occur/ occur within the surface rights.</p> <ul style="list-style-type: none"> <li>» <i>Aloe grandidentata</i> (Bontaalywn)</li> <li>» <i>Aloe claviflora</i>, (Kraalaalwyn)</li> <li>» <i>Aloe hereroensis</i> (Sandaalwyn)</li> <li>» <i>Ammocharis coranica</i> (Berglelie)</li> <li>» <i>Babiana hypogaea</i> (Bobbejaanuitjie)</li> <li>» <i>Boophane disticha</i> (Sore eye flower)</li> <li>» <i>Crinum bulbispermum</i> (Orange river lily)</li> <li>» <i>Fockea angustifolia</i> (Kombru)</li> <li>» <i>Harpagophytum procumens</i> (Devil's claw)</li> <li>» <i>Hoodia gordonii</i> (Ghaap)</li> <li>» <i>Huerniopsis decipiens</i> (Aasblom)</li> <li>» <i>Lithops aucampiae</i> spp. <i>aucampiae</i> (Stone plant)</li> <li>» <i>Mestoklema arboriforme</i> (Donkievygie)</li> <li>» <i>Nerine laticoma</i> (Vlei Lily)</li> <li>» <i>Orbeopsis lutea</i> (Geelaasblom)</li> <li>» <i>Vachelia erioloba</i> (Camel thorn)</li> <li>» <i>Vachelia haematoxylon</i> (Grey camel Thorn)</li> <li>» <i>Boscia albitrunca</i> (Shepherd tree)</li> <li>» <i>Stapelia olivacea</i> (Swartaasblom)</li> </ul>	Completed.	<p>Impact managed in terms of commitments in terms of the EMP. Plants are removed before mining.</p> <p>The mine has established a biodiversity offset area in collaboration with the Department of Environmental Affairs and the Department of Nature Conservation in the Northern Cape. The area will be registered as a conservancy.</p>