



**ARM**  
African Rainbow Minerals



GRI content  
index

**2021**

# GRI content index

This environmental, social and governance (ESG) report was prepared and is presented in accordance with the Global Reporting Initiative’s Sustainability Reporting Standards (GRI Standards): Core option and its Mining and Metals Sector Disclosures.

The GRI content index that follows references the GRI Standards’ General Disclosures, Management Approach Disclosures and topic-specific disclosures for the relevant material topics reported in ARM’s F2021 reporting suite, which includes the integrated annual report and report on climate change and water (available on our website at [www.arm.co.za](http://www.arm.co.za)). All page references refer to the F2021 ESG report, unless otherwise indicated.

The contents of the report were defined using the GRI Reporting Principles, which are:

**Stakeholder inclusiveness** – Engagements with our key stakeholders provide the context for the way we do business, shape our strategy and help us to decide what information we report. Key engagements during the year are discussed on page 28 and a table of ARM’s key stakeholders, engagement channels, key concerns and how we address these is available on pages 188 to 192.

**Sustainability context** – The introduction to each section of the ESG report provides an overview of the sustainability context for the matters reported in that section.

**Materiality** – Material matters are discussed on page 30. These inform our strategy, governance structures, risk management, operational management and reporting.

**Completeness** – We believe that this report covers all matters material to ARM during F2021 in appropriate detail.

ARM’s management approach for environmental and social sustainability matters is described in Our approach to sustainable value creation (page 22) and our governance framework and approach is discussed in Corporate governance (page 102). Please refer to these sections for information regarding the management approach for each material topic, as well as the introduction to the relevant section for additional information.

## GRI 102: General Disclosures

Disclosure number	Disclosure title	Description	Reference
102-1	Name of the organisation	Name of the organisation.	About this report (page 2)
102-2	Activities, brands, products and services	a. A description of the organisation’s activities. b. Primary brands, products and services, including an explanation of any products or services that are banned in certain markets.	Our business (IAR) (page 1) Where we operate (page 12) Value contribution (page 14)
102-3	Location of headquarters	Location of the organisation’s headquarters.	Contact details (inside back cover)
102-4	Location of operations	Number of countries where the organisation operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report.	Where we operate (page 12)
102-5	Ownership and legal form	Nature of ownership and legal form.	<ul style="list-style-type: none"> <li>ARM is a public company listed on the JSE Limited (JSE) and is subject to the JSE Listings Requirements.</li> </ul>

Disclosure number	Disclosure title	Description	Reference
102-6	Markets served	Markets served, including: <ul style="list-style-type: none"> <li>i. Geographic locations where products and services are offered</li> <li>ii. Sectors served</li> <li>iii. Types of customers and beneficiaries.</li> </ul>	Where we operate (page 12) Value contribution (page 14) ESG across the value chain (page 26)
102-7	Scale of the organisation	Scale of the organisation, including: <ul style="list-style-type: none"> <li>i. Total number of employees</li> <li>ii. Total number of operations</li> <li>iii. Net sales (for private sector organisations) or net revenues (for public sector organisations)</li> <li>iv. Total capitalisation (for private sector organisations) broken down in terms of debt and equity</li> <li>v. Quantity of products or services provided.</li> </ul>	Sustainability performance for 2021 (page 15) Where we operate (page 12) Financial review (IAR) (page 44) Operational reviews (IAR) (page 60)
102-8	Information on employees and other workers	<ul style="list-style-type: none"> <li>a. Total number of employees by employment contract (permanent and temporary), by gender.</li> <li>b. Total number of employees by employment contract (permanent and temporary), by region.</li> <li>c. Total number of employees by employment type (full-time and part-time), by gender.</li> <li>d. Whether a significant portion of the organisation's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees.</li> <li>e. Any significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b and 102-8-c (such as seasonal variations in the tourism or agricultural industries).</li> <li>f. An explanation of how the data have been compiled, including any assumptions made.</li> </ul>	Human resources management (page 90) Sustainability data tables (page 201) <ul style="list-style-type: none"> <li>• 21% of full-time employees are women and women in mining represent 16% of the workforce</li> <li>• Most employees are full-time or contractors</li> <li>• There is no significant seasonal variation in employment numbers</li> <li>• Workforce data is compiled through the operational HR processes and systems and discloses the total workforce as at 30 June 2021.</li> </ul> Note that occupational health and safety statistics use average annual employees and contractors as discussed on page 3.
102-9	Supply chain	<ul style="list-style-type: none"> <li>a. A description of the organisation's supply chain, including its main elements as they relate to the organisation's activities, primary brands, products and services.</li> </ul>	Value contribution (page 14) ESG across the value chain (page 26)



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Disclosure number	Disclosure title	Description	Reference
102-10	Significant changes to the organisation and its supply chain	Significant changes to the organisation's size, structure, ownership, or supply chain, including: <ol style="list-style-type: none"> <li>i. Changes in the location of, or changes in, operations, including facility openings, closings and expansions</li> <li>ii. Changes in the share capital structure and other capital formation, maintenance and alteration operations (for private sector organisations)</li> <li>iii. Changes in the location of suppliers, the structure of the supply chain, or relationships with suppliers, including selection and termination.</li> </ol>	About this report (page 2) <ul style="list-style-type: none"> <li>• There were no significant changes during the reporting period in ARM's size, structure, ownership or supply chain.</li> </ul> Where we operate (page 12)
102-11	Precautionary Principle or approach	Whether and how the organisation applies the Precautionary Principle or approach.	Occupational health and wellness (page 81) Environment (page 32)
102-12	External initiatives	A list of externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes, or which it endorses.	Context, frameworks and reporting (page 10) Our approach to sustainable value creation (page 22) ARM's reporting in terms of the UN Global Compact (page 193) The ICMM performance expectations and mining principles (page 194) The United Nations Sustainable Development Goals (SDGs) (page 196)
102-13	Membership of associations	a. A list of the main memberships of industry or other associations and national or international advocacy organisations.	Executive Chairman's report (IAR) (page 22) Social and ethics committee chairman's report (page 4) Context, frameworks and reporting (page 10) Our approach to sustainable value creation (page 22) ESG across the value chain (page 26) Environment (page 32) Key stakeholder concerns and ARM responses (page 188)
102-14	Statement from senior decision-maker	a. A statement from the most senior decision-maker of the organisation (such as CEO, chair or equivalent senior position) about the relevance of sustainability to the organisation and its strategy for addressing sustainability.	Executive Chairman's report (IAR) (page 22) Social and ethics committee chairman's report (page 4)
102-15	Key impacts, risks and opportunities	a. A description of key impacts, risks and opportunities.	Material matters (page 30) Risk management (page 136)

Disclosure number	Disclosure title	Description	Reference
102-16	Values, principles, standards and norms of behaviour	A description of the organisation's values, principles, standards and norms of behaviour.	Strategy and values (page 27) Social and ethics committee chairman's report (page 4) Our approach to sustainable value creation (page 22)
102-17	Mechanisms for advice and concerns about ethics	A description of internal and external mechanisms for: i. Seeking advice about ethical and lawful behaviour and organisational integrity ii. Reporting concerns about unethical or unlawful behaviour and organisational integrity.	Social and ethics committee chairman's report (page 4) Our approach to sustainable value creation (page 22) Communities (page 66)
102-18	Governance structure	a. Governance structure of the organisation, including committees of the highest governance body. b. Committees responsible for decision-making on economic, environmental and social topics.	Corporate governance (page 104) Our approach to sustainable value creation (page 22)
102-19	Delegating authority	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	Social and ethics committee chairman's report (page 4) Corporate governance (page 104) Our approach to sustainable value creation (page 22)
102-20	Executive-level responsibility for economic, environmental and social topics	a. Whether the organisation has appointed an executive-level position or positions with responsibility for economic, environmental and social topics. b. Whether postholders report directly to the highest governance body.	Social and ethics committee chairman's report (page 4) Our approach to sustainable value creation (page 22)
102-21	Consulting stakeholders on economic, environmental and social topics	a. Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. b. If consultation is delegated, describe to whom it is delegated and how the resulting feedback is provided to the highest governance body.	Stakeholder management (page 28) Key stakeholder concerns and ARM responses (page 188)
102-22	Composition of the highest governance body and its committees	Composition of the highest governance body and its committees by: i. Executive or non-executive ii. Independence iii. Tenure on the governance body iv. Number of each individual's other significant positions and commitments and the nature of the commitments v. Gender vi. Membership of underrepresented social groups vii. Competencies relating to economic, environmental and social topics viii. Stakeholder representation.	Corporate governance (page 104)

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Disclosure number	Disclosure title	Description	Reference
102-23	Chair of the highest governance body	<ul style="list-style-type: none"> <li>a. Whether the chair of the highest governance body is also an executive officer in the organisation.</li> <li>b. If the chair is also an executive officer, describe his or her function within the organisation's management and the reasons for this arrangement.</li> </ul>	Corporate governance (page 104)
102-24	Nominating and selecting the highest governance body	<ul style="list-style-type: none"> <li>a. Nomination and selection processes for the highest governance body and its committees.</li> <li>b. Criteria used for nominating and selecting highest governance body members, including whether and how:               <ul style="list-style-type: none"> <li>i. Stakeholders (including shareholders) are involved</li> <li>ii. Diversity is considered</li> <li>iii. Independence is considered</li> <li>iv. Expertise and experience relating to economic, environmental and social topics are considered.</li> </ul> </li> </ul>	Corporate governance (page 104)
102-25	Conflicts of interest	<ul style="list-style-type: none"> <li>a. Processes for the highest governance body to ensure conflicts of interest are avoided and managed.</li> <li>b. Whether conflicts of interest are disclosed to stakeholders, including, as a minimum:               <ul style="list-style-type: none"> <li>i. Cross-board membership</li> <li>ii. Cross-shareholding with suppliers and other stakeholders</li> <li>iii. Existence of controlling shareholder</li> <li>iv. Related party disclosures.</li> </ul> </li> </ul>	Corporate governance (page 104)
102-26	Role of highest governance body in setting purpose, values and strategy	Highest governance body's and senior executives' roles in the development, approval and updating of the organisation's purpose, value or mission statements, strategies, policies and goals related to economic, environmental and social topics.	Corporate governance (page 104)
102-27	Collective knowledge of highest governance body	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	Corporate governance (page 104)

Disclosure number	Disclosure title	Description	Reference
102-28	Evaluating the highest governance body's performance	<ul style="list-style-type: none"> <li>a. Processes for evaluating the highest governance body's performance with respect to governance of economic, environmental and social topics.</li> <li>b. Whether such evaluation is independent or not, and its frequency.</li> <li>c. Whether such evaluation is a self-assessment.</li> <li>d. Actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organisational practice.</li> </ul>	Corporate governance (page 104)
102-29	Identifying and managing economic, environmental and social impacts	<ul style="list-style-type: none"> <li>a. Highest governance body's role in identifying and managing economic, environmental and social topics and their impacts, risks and opportunities – including its role in the implementation of due diligence processes.</li> <li>b. Whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social topics and their impacts, risks and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Social and ethics committee chairman's report (page 4)</li> <li>Our approach to sustainable value creation (page 22)</li> <li>Material matters (page 30)</li> <li>Stakeholder management (page 28)</li> <li>Risk management (page 136)</li> </ul>
102-30	Effectiveness of risk management processes	Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.	<ul style="list-style-type: none"> <li>Our approach to sustainable value creation (page 22)</li> <li>Risk management (page 136)</li> </ul>
102-31	Review of economic, environmental and social topics	Frequency of the highest governance body's review of economic, environmental and social topics and their impacts, risks and opportunities.	<ul style="list-style-type: none"> <li>Social and ethics committee chairman's report (page 4)</li> <li>Our approach to sustainable value creation (page 22)</li> <li>Risk management (page 136)</li> </ul>
102-32	Highest governance body's role in sustainability reporting	The highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material topics are covered.	<ul style="list-style-type: none"> <li>• The ARM Board has overall responsibility. Responsibility for overseeing the reporting process is delegated to the ARM social and ethics committee (page 4).</li> </ul>
102-33	Communicating critical concerns	Process for communicating critical concerns to the highest governance body.	<ul style="list-style-type: none"> <li>Social and ethics committee chairman's report (page 4)</li> <li>Our approach to sustainable value creation (page 22)</li> <li>Stakeholder management (page 28)</li> <li>Communities (page 66)</li> <li>Corporate governance (page 104)</li> </ul>

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Disclosure number	Disclosure title	Description	Reference
102-35	Remuneration policies	<ul style="list-style-type: none"> <li>a. Remuneration policies for the highest governance body and senior executives for the following types of remuneration: <ul style="list-style-type: none"> <li>i. Fixed pay and variable pay, including performance-based pay, equity-based pay, bonuses and deferred or vested shares</li> <li>ii. Sign-on bonuses or recruitment incentive payments</li> <li>iii. Termination payments</li> <li>iv. Clawbacks</li> <li>v. Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives and all other employees.</li> </ul> </li> <li>b. How performance criteria in the remuneration policies relate to the highest governance body's and senior executives' objectives for economic, environmental and social topics.</li> </ul>	Remuneration report (page 148)
102-36	Process for determining remuneration	<ul style="list-style-type: none"> <li>a. Process for determining remuneration.</li> <li>b. Whether remuneration consultants are involved in determining remuneration and whether they are independent of management.</li> <li>c. Any other relationships that the remuneration consultants have with the organisation.</li> </ul>	Remuneration report (page 148)
102-37	Stakeholders' involvement in remuneration	<ul style="list-style-type: none"> <li>a. How stakeholders' views are sought and taken into account regarding remuneration.</li> <li>b. If applicable, the results of votes on remuneration policies and proposals.</li> </ul>	Remuneration report (page 148)
102-38	Annual total compensation ratio	<ul style="list-style-type: none"> <li>a. Ratio of the annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.</li> </ul>	Remuneration report (page 148)
102-40	List of stakeholder groups	<ul style="list-style-type: none"> <li>a. A list of stakeholder groups engaged by the organisation.</li> </ul>	Key stakeholder concerns and ARM responses (page 188)
102-41	Collective bargaining agreements	<ul style="list-style-type: none"> <li>a. Percentage of total employees covered by collective bargaining agreements.</li> </ul>	Labour relations (page 100)
102-42	Identifying and selecting stakeholders	<ul style="list-style-type: none"> <li>a. The basis for identifying and selecting stakeholders with whom to engage.</li> </ul>	Stakeholder management (page 28)



Disclosure number	Disclosure title	Description	Reference
102-43	Approach to stakeholder engagement	a. The organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Stakeholder management (page 28) Key stakeholder concerns and ARM responses (page 188) • There was no stakeholder engagement undertaken specifically as part of the report preparation process.
102-44	Key topics and concerns raised	a. Key topics and concerns that have been raised through stakeholder engagement, including: i. How the organisation has responded to those key topics and concerns, including through its reporting ii. The stakeholder groups that raised each of the key topics and concerns.	Stakeholder management (page 28) Key stakeholder concerns and ARM responses (page 188)
102-45	Entities included in the consolidated financial statements	a. A list of all entities included in the organisation's consolidated financial statements or equivalent documents. b. Whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report.	About this report (page 2) • All ARM's operations are joint ventures (JVs), both incorporated and unincorporated, with the exception of Machadodorp Works, which is wholly owned • The ESG report covers those JVs over which we have direct or joint management control, as well as Machadodorp Works. All sustainability data is reported on a 100% basis, except for carbon emissions and where stated otherwise.
102-46	Defining report content and topic boundaries	a. An explanation of the process for defining the report content and the topic boundaries. b. An explanation of how the organisation has implemented the Reporting Principles for defining report content.	About this report (page 2) Introduction to this table Material matters (page 30) Our approach to sustainable value creation (page 22)
102-47	List of material topics	a. A list of the material topics identified in the process for defining report content.	Material matters (page 30)
102-48	Restatements of information	a. The effect of any restatements of information given in previous reports and the reasons for such restatements.	About this report (page 2)
102-49	Changes in reporting	a. Significant changes from previous reporting periods in the list of material topics and topic boundaries.	About this report (page 2) Material matters (page 30) • There were no significant changes in the scope, boundary or measurement methods applied.
102-50	Reporting period	a. Reporting period for the information provided.	About this report (page 2)

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Disclosure number	Disclosure title	Description	Reference
102-51	Date of most recent report	a. If applicable, the date of the most recent previous report.	<ul style="list-style-type: none"> <li>The previous report was released in October 2020 and covered the 12-month period ended 30 June 2020.</li> </ul>
102-52	Reporting cycle	a. Reporting cycle.	<ul style="list-style-type: none"> <li>Annual.</li> </ul>
102-53	Contact point for questions regarding the report	a. The contact point for questions regarding the report or its contents.	Contact details (inside back cover)
102-54	Claims of reporting in accordance with the GRI Standards	a. The claim made by the organisation, if it has prepared a report in accordance with the GRI Standards.	About this report (page 2) Introduction to this table
102-55	GRI content index	<p>a. The GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report.</p> <p>b. For each disclosure, the content index shall include:</p> <ol style="list-style-type: none"> <li>The number of the disclosure (for disclosures covered by the GRI Standards)</li> <li>The page number(s) or URL(s) where the information can be found, either within the report or in other published materials</li> <li>If applicable, and where permitted, the reason(s) for omission when a required disclosure cannot be made.</li> </ol>	This table
102-56	External assurance	<p>a. A description of the organisation's policy and current practice with regard to seeking external assurance for the report.</p> <p>b. If the report has been externally assured:</p> <ol style="list-style-type: none"> <li>A reference to the external assurance report, statements or opinions. If not included in the assurance report accompanying the sustainability report, a description of what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained and any limitations of the assurance process</li> <li>The relationship between the organisation and the assurance provider</li> <li>Whether and how the highest governance body or senior executives are involved in seeking external assurance for the organisation's sustainability report.</li> </ol>	About this report (page 2) Independent assurance statement (page 16)

## GRI 200: Economic

Disclosure number	Disclosure title	Description	Reference
201	Management approach disclosures – economic performance	103-1 Explanation of the material topic and its boundary	About this report (page 2) Corporate governance (page 104) Financial review (IAR) (page 44)
		103-2 The management approach and its components	
		103-3 Evaluation of the management approach	
201-1	Direct economic value generated and distributed	<p>a. Direct economic value generated and distributed (EVG&amp;D) on an accruals basis, including the basic components for the organisation’s global operations as listed below. If data is presented on a cash basis, report the justification for this decision in addition to reporting the following basic components:</p> <ul style="list-style-type: none"> <li>i. Direct economic value generated: revenues</li> <li>ii. Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country and community investments</li> <li>iii. Economic value retained: “direct economic value generated” less “economic value distributed”.</li> </ul> <p>b. Where significant, report EVG&amp;D separately at country, regional or market levels and the criteria used for defining significance.</p>	Value created and distributed (IAR) (page 7) Value contribution (page 14)
201-2	Financial implications and other risks and opportunities due to climate change	<p>a. Risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue, or expenditure, including:</p> <ul style="list-style-type: none"> <li>i. A description of the risk or opportunity and its classification as either physical, regulatory, or other</li> <li>ii. A description of the impact associated with the risk or opportunity</li> <li>iii. The financial implications of the risk or opportunity before action is taken</li> <li>iv. The methods used to manage the risk or opportunity</li> <li>v. The costs of actions taken to manage the risk or opportunity.</li> </ul>	Value contribution (page 14) Environment (page 32) • More information is available in the F2021 climate change and water report available on our website <a href="http://www.arm.co.za">www.arm.co.za</a>

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Disclosure number	Disclosure title	Description	Reference
201-4	Financial assistance received from government	<p>a. Total monetary value of financial assistance received by the organisation from any government during the reporting period, including:</p> <ul style="list-style-type: none"> <li>i. Tax relief and tax credits</li> <li>ii. Subsidies</li> <li>iii. Investment grants, research and development grants and other relevant types of grants</li> <li>iv. Awards</li> <li>v. Royalty holidays</li> <li>vi. Financial assistance from Export Credit Agencies (ECAs)</li> <li>vii. Financial incentives</li> <li>viii. Other financial benefits received or receivable from any government for any operation.</li> </ul> <p>b. The information in 201-4-a by country.</p> <p>c. Whether, and the extent to which, any government is present in the shareholding structure.</p>	<ul style="list-style-type: none"> <li>• ARM did not receive financial assistance from government during F2021 in any of its countries of operation.</li> </ul>
		<p>MMSD: Report countries of operation that are either candidate to or compliant with the Extractive Industries Transparency Initiative (EITI).</p>	<ul style="list-style-type: none"> <li>• South Africa and Malaysia are not candidate to or compliant with the EITI.</li> </ul>
		<p>MMSD: Land use payments</p>	<ul style="list-style-type: none"> <li>• Modikwa Mine has one lease agreement with local communities on which it makes annual payment</li> <li>• Two Rivers Mine has two lease agreements with local communities on which it makes monthly payments.</li> </ul>
203	Management approach disclosures – indirect economic impacts	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Communities (page 66)
203-1	Infrastructure investments and services supported	<p>a. Extent of development of significant infrastructure investments and services supported.</p> <p>b. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant.</p> <p>c. Whether these investments and services are commercial, in-kind, or pro bono engagements.</p>	<p>Communities (page 66)</p> <ul style="list-style-type: none"> <li>• Corporate social responsibility initiatives are delivered through corporate social investment projects and local economic development projects. ARM tracks progress against plans, capital invested, the number of jobs created through the projects and a range of other relevant indicators.</li> </ul>

Disclosure number	Disclosure title	Description	Reference
205	Management approach disclosures – anti-corruption	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	<p>Social and ethics committee chairman's report (page 4)</p> <p>Corporate governance (page 104)</p> <p>ARM's reporting in terms of the UN Global Compact (page 193)</p>
205-1	Operations assessed for risks related to corruption	<p>a. Total number and percentage of operations assessed for risks related to corruption.</p> <p>b. Significant risks related to corruption identified through the risk assessment.</p>	<ul style="list-style-type: none"> <li>Analysing for risk of corruption is inherent to the risk management process which is applied to all our operations and at a corporate level. This was included in the risk-based control self-assessment (CSA) process that was used to comply with JSE amendment 3.84k. Implementation of identified improvement initiatives is monitored by the risk management department.</li> </ul>
205-2	Communication and training about anti-corruption policies and procedures	<p>a. Total number and percentage of governance body members that the organisation's anti-corruption policies and procedures have been communicated to, broken down by region.</p> <p>b. Total number and percentage of employees that the organisation's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.</p> <p>c. Total number and percentage of business partners that the organisation's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the organisation's anti-corruption policies and procedures have been communicated to any other persons or organisations.</p> <p>d. Total number and percentage of governance body members that have received training on anti-corruption, broken down by region.</p> <p>e. Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.</p>	<ul style="list-style-type: none"> <li>Anti-corruption policies and procedures are included in the code of conduct (code) which is available to employees on the intranet and on the company website. All new employees receive training on the code and online annual refresher training is provided to all employees. The code was most recently updated in August 2020.</li> </ul>



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Disclosure number	Disclosure title	Description	Reference
205-3	Confirmed incidents of corruption and actions taken	<ul style="list-style-type: none"> <li>a. Total number and nature of confirmed incidents of corruption.</li> <li>b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.</li> <li>c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.</li> <li>d. Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases.</li> </ul>	<ul style="list-style-type: none"> <li>• There were no confirmed incidents of corruption reported in F2021.</li> </ul>

## GRI 300: Environmental

Disclosure number	Disclosure title	Description	Reference
302	Management approach disclosures – energy	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	<p>Environment (page 32)</p> <ul style="list-style-type: none"> <li>• More information is available in the F2021 climate change and water supplementary report available on our website <a href="http://www.arm.co.za">www.arm.co.za</a></li> </ul>
302-1	Energy consumption within the organisation	<p>a. Total fuel consumption within the organisation from non-renewable sources, in joules or multiples, and including fuel types used.</p> <p>b. Total fuel consumption within the organisation from renewable sources, in joules or multiples, and including fuel types used.</p> <p>c. In joules, watt-hours or multiples, the total:</p> <p>i. Electricity consumption</p> <p>ii. Heating consumption</p> <p>iii. Cooling consumption</p> <p>iv. Steam consumption.</p> <p>d. In joules, watt-hours or multiples, the total:</p> <p>i. Electricity sold</p> <p>ii. Heating sold</p> <p>iii. Cooling sold</p> <p>iv. Steam sold.</p> <p>e. Total energy consumption within the organisation, in joules or multiples.</p> <p>f. Standards, methodologies, assumptions, and/or calculation tools used.</p> <p>g. Source of the conversion factors used.</p>	<ul style="list-style-type: none"> <li>• Fuels consumed in our operations include diesel, petrol, aviation fuel, paraffin, acetylene, natural gas and LPG</li> <li>• Diesel is the most used fuel and accounts for 51.9% of Scope 1 carbon emissions</li> <li>• Diesel use in F2021 totalled 79 million litres, which equates to 2.8 million gigajoules (F2020: 3.0 million GJ)</li> <li>• Khumani Mine has a solar PV plant that harvested approximately 120 000 kWh during F2021</li> <li>• ARM's corporate offices have a 52 kWp solar PV solution that generated an average of 6 200 kWh per month in F2021</li> <li>• Total electricity consumption in F2021 of 1.5 million megawatt hours equates to 5.5 million gigajoules (F2020: 5.6 million GJ)</li> <li>• No electricity or others forms of energy were sold during F2021</li> <li>• Total energy consumed (including electricity and diesel) in F2021 was 8.4 million gigajoules (F2020: 8.6 million GJ)</li> <li>• Fuel and electricity consumption is collected directly from supplier notes and by monitoring electricity meters and metering on fuel tanks. Diesel is converted to GJ using the conversion factor supplied in the GRI G3.1 indicator protocol set.</li> </ul>

# GRI content index continued

Disclosure number	Disclosure title	Description	Reference
302-3	Energy intensity	<ol style="list-style-type: none"> <li>Energy intensity ratio for the organisation.</li> <li>Organisation-specific metric (the denominator) chosen to calculate the ratio.</li> <li>Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all.</li> <li>Whether the ratio uses energy consumption within the organisation, outside of it, or both.</li> </ol>	<ul style="list-style-type: none"> <li>Iron ore – 0.17 GJ/tonne</li> <li>Manganese ore – 0.19 GJ/tonne</li> <li>Manganese alloy – 4.46 GJ/tonne FeMn (HC, MC and recovered metal)</li> <li>PGMs – 19.09 GJ/tonne PGM concentrate</li> <li>Nickel – 10.36 GJ/tonne nickel concentrate</li> <li>This calculation includes diesel and electricity consumed within the organisation.</li> </ul>
303	Management approach disclosures – water	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	<p>Environment (page 32)</p> <ul style="list-style-type: none"> <li>More information is available in the F2021 climate change and water report available on our website <a href="http://www.arm.co.za">www.arm.co.za</a></li> </ul>
303-1	Interactions with water as a shared resource	<ol style="list-style-type: none"> <li>A description of how the organisation interacts with water, including how and where water is withdrawn, consumed, and discharged, and the water-related impacts caused or contributed to, or directly linked to the organisation's activities, products or services by a business relationship (eg impacts caused by runoff).</li> <li>A description of the approach used to identify water-related impacts, including the scope of assessments, their timeframe, and any tools or methodologies used.</li> <li>A description of how water-related impacts are addressed, including how the organisation works with stakeholders to steward water as a shared resource, and how it engages with suppliers or customers with significant water-related impacts.</li> <li>An explanation of the process for setting any water-related goals and targets that are part of the organisation's management approach, and how they relate to public policy and the local context of each area with water stress.</li> </ol>	<p>Environment (page 32)</p> <ul style="list-style-type: none"> <li>More information is available in the F2021 climate change and water report available on our website <a href="http://www.arm.co.za">www.arm.co.za</a></li> </ul>

Disclosure number	Disclosure title	Description	Reference
303-2	Management of water discharge-related impacts	<p>a. A description of any minimum standards set for the quality of effluent discharge, and how these minimum standards were determined, including:</p> <ol style="list-style-type: none"> <li>i. How standards for facilities operating in locations with no local discharge requirements were determined</li> <li>ii. Any internally developed water quality standards or guidelines</li> <li>iii. Any sector-specific standards considered</li> <li>iv. Whether the profile of the receiving waterbody was considered.</li> </ol>	<p>Environment (page 32)</p> <ul style="list-style-type: none"> <li>• More information is available in the F2021 climate change and water report available on our website <a href="http://www.arm.co.za">www.arm.co.za</a></li> <li>• Discharges are regulated by the conditions set in the water use licences at each operations. Water catchment areas also set water resource quality objectives that must be met.</li> </ul>
303-3	Water withdrawal by source	<ol style="list-style-type: none"> <li>a. Total volume of water withdrawn, with a breakdown by the following sources: <ol style="list-style-type: none"> <li>i. Surface water, including water from wetlands, rivers, lakes and oceans</li> <li>ii. Groundwater</li> <li>iii. Rainwater collected directly and stored by the organisation</li> <li>iv. Waste water from another organisation</li> <li>v. Municipal water supplies or other public or private water utilities.</li> </ol> </li> <li>b. Standards, methodologies, and assumptions used.</li> </ol>	<p>Environment (page 32)</p> <ul style="list-style-type: none"> <li>• Water withdrawal is measured directly in litres through flow meters installed in the water system</li> <li>• More information is available in the F2021 climate change and water report available on our website <a href="http://www.arm.co.za">www.arm.co.za</a></li> </ul>

# GRI content index continued

Disclosure number	Disclosure title	Description	Reference
303-4	Water discharge	<p>a. Total water discharge to all areas in megalitres, and a breakdown of this total by the following types of destination, if applicable:</p> <ul style="list-style-type: none"> <li>i. Surface water</li> <li>ii. Groundwater</li> <li>iii. Seawater</li> <li>iv. Third-party water, and the volume of this total sent for use to other organisations, if applicable.</li> </ul> <p>b. A breakdown of total water discharge to all areas in megalitres by the following categories:</p> <ul style="list-style-type: none"> <li>i. Freshwater (<math>\leq 1\,000</math> mg/L Total Dissolved Solids)</li> <li>ii. Other water (<math>&gt; 1\,000</math> mg/L Total Dissolved Solids).</li> </ul> <p>c. Total water discharge to all areas with water stress in megalitres, and a breakdown of this total by the following categories:</p> <ul style="list-style-type: none"> <li>i. Freshwater (<math>\leq 1\,000</math> mg/L Total Dissolved Solids)</li> <li>ii. Other water (<math>&gt; 1\,000</math> mg/L Total Dissolved Solids).</li> </ul> <p>d. Priority substances of concern for which discharges are treated, including:</p> <ul style="list-style-type: none"> <li>i. How priority substances of concern were defined, and any international standard, authoritative list, or criteria used</li> <li>ii. The approach for setting discharge limits for priority substances of concern</li> <li>iii. Number of incidents of non-compliance with discharge limits.</li> </ul> <p>e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies and assumptions used.</p>	<p>Environment (page 32)</p> <ul style="list-style-type: none"> <li>• More information is available in the F2021 climate change and water report available on our website <a href="http://www.arm.co.za">www.arm.co.za</a></li> <li>• Discharges are regulated by the conditions set in the water use licences at each operations. These do not define priority substances of concern.</li> </ul>
304	Management approach disclosures – biodiversity	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Environment (page 32)



Disclosure number	Disclosure title	Description	Reference
304-2	Significant impacts of activities, products and services on biodiversity	<p>a. Nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following:</p> <ul style="list-style-type: none"> <li>i. Construction or use of manufacturing plants, mines and transport infrastructure</li> <li>ii. Pollution (introduction of substances that do not naturally occur in the habitat from point and non-point sources)</li> <li>iii. Introduction of invasive species, pests and pathogens</li> <li>iv. Reduction of species</li> <li>v. Habitat conversion</li> <li>vi. Changes in ecological processes outside the natural range of variation (such as salinity or changes in groundwater level).</li> </ul> <p>b. Significant direct and indirect positive and negative impacts with reference to the following:</p> <ul style="list-style-type: none"> <li>i. Species affected</li> <li>ii. Extent of areas impacted</li> <li>iii. Duration of impacts</li> <li>iv. Reversibility or irreversibility of the impacts.</li> </ul>	Environment (page 32) Sustainability data tables (page 201)
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	<p>a. Total number of IUCN Red List species and national conservation list species with habitats in areas affected by the operations of the organisation, by level of extinction risk:</p> <ul style="list-style-type: none"> <li>i. Critically endangered</li> <li>ii. Endangered</li> <li>iii. Vulnerable</li> <li>iv. Near threatened</li> <li>v. Least concern.</li> </ul>	Sustainability data tables (page 201)
		MMSD: Include impacts identified as a consequence of any resettlement and closure activities reported under indicators MM9 and MM10 respectively.	There were no resettlements in F2021.
305	Management approach disclosures – emissions	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Environment (page 32) • More information is available in the F2021 climate change and water report available on our website <a href="http://www.arm.co.za">www.arm.co.za</a>

# GRI content index continued

Disclosure number	Disclosure title	Description	Reference
305-1	Direct (Scope 1) GHG emissions	<ol style="list-style-type: none"> <li>a. Gross direct (Scope 1) GHG emissions in metric tonnes of CO<sub>2</sub> equivalent.</li> <li>b. Gases included in the calculation whether CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, or all.</li> <li>c. Biogenic CO<sub>2</sub> emissions in metric tonnes of CO<sub>2</sub> equivalent.</li> <li>d. Base year for the calculation, if applicable, including:               <ol style="list-style-type: none"> <li>i. The rationale for choosing it</li> <li>ii. Emissions in the base year</li> <li>iii. The context for any significant changes in emissions that triggered recalculations of base year emissions.</li> </ol> </li> <li>e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</li> <li>f. Consolidation approach for emissions whether equity share, financial control, or operational control.</li> <li>g. Standards, methodologies, assumptions, and/or calculation tools used.</li> </ol>	Environment (page 32) <ul style="list-style-type: none"> <li>• More information is available in the F2021 climate change and water report available on our website <a href="http://www.arm.co.za">www.arm.co.za</a></li> </ul>
305-2	Energy indirect (Scope 2) GHG emissions	<ol style="list-style-type: none"> <li>a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tonnes of CO<sub>2</sub> equivalent.</li> <li>b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tonnes of CO<sub>2</sub> equivalent.</li> <li>c. If available, the gases included in the calculation whether CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, or all.</li> <li>d. Base year for the calculation, if applicable, including:               <ol style="list-style-type: none"> <li>i. The rationale for choosing it</li> <li>ii. Emissions in the base year</li> <li>iii. The context for any significant changes in emissions that triggered recalculations of base year emissions.</li> </ol> </li> <li>e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</li> <li>f. Consolidation approach for emissions; whether equity share, financial control, or operational control.</li> <li>g. Standards, methodologies, assumptions, and/or calculation tools used.</li> </ol>	Environment (page 32) <ul style="list-style-type: none"> <li>• More information is available in the F2021 climate change and water report available on our website <a href="http://www.arm.co.za">www.arm.co.za</a></li> </ul>

Disclosure number	Disclosure title	Description	Reference
305-3	Other indirect (Scope 3) GHG emissions	<ol style="list-style-type: none"> <li>Gross other indirect (Scope 3) GHG emissions in metric tonnes of CO<sub>2</sub> equivalent.</li> <li>If available, the gases included in the calculation whether CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, or all.</li> <li>Biogenic CO<sub>2</sub> emissions in metric tonnes of CO<sub>2</sub> equivalent.</li> <li>Other indirect (Scope 3) GHG emissions categories and activities included in the calculation.</li> <li>Base year for the calculation, if applicable, including: <ol style="list-style-type: none"> <li>The rationale for choosing it</li> <li>Emissions in the base year</li> <li>The context for any significant changes in emissions that triggered recalculations of base year emissions.</li> </ol> </li> <li>Source of the emission factors and the GWP rates used, or a reference to the GWP source.</li> <li>Standards, methodologies, assumptions, and/or calculation tools used.</li> </ol>	<p>Environment (page 32)</p> <ul style="list-style-type: none"> <li>More information is available in the F2021 climate change and water report available on our website <a href="http://www.arm.co.za">www.arm.co.za</a></li> </ul>
305-4	GHG emissions intensity	<ol style="list-style-type: none"> <li>GHG emissions intensity ratio for the organisation.</li> <li>Organisation-specific metric (the denominator) chosen to calculate the ratio.</li> <li>Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).</li> <li>Gases included in the calculation; whether CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, or all.</li> </ol>	<p>Environment (page 32)</p> <ul style="list-style-type: none"> <li>More information is available in the F2021 climate change and water report available on our website <a href="http://www.arm.co.za">www.arm.co.za</a></li> </ul>
305-5	Reduction of GHG emissions	<ol style="list-style-type: none"> <li>GHG emissions reduced as a direct result of reduction initiatives, in metric tonnes of CO<sub>2</sub> equivalent.</li> <li>Gases included in the calculation; whether CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, or all.</li> <li>Base year or baseline, including the rationale for choosing it.</li> <li>Scopes in which reductions took place whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).</li> <li>Standards, methodologies, assumptions, and/or calculation tools used.</li> </ol>	<p>Environment (page 32)</p> <ul style="list-style-type: none"> <li>More information is available in the F2021 climate change and water report available on our website <a href="http://www.arm.co.za">www.arm.co.za</a></li> </ul>

# GRI content index continued

Disclosure number	Disclosure title	Description	Reference
305-6	Emissions of ozone-depleting substances (ODS)	<ol style="list-style-type: none"> <li>Production, imports and exports of ODS in metric tonnes of CFC-11 (trichlorofluoromethane) equivalent.</li> <li>Substances included in the calculation.</li> <li>Source of the emission factors used.</li> <li>Standards, methodologies, assumptions, and/or calculation tools used.</li> </ol>	<ul style="list-style-type: none"> <li>We do not have ozone-depleting substances at our operations, no persistent organic pollutants (POPs) and no volatile organics.</li> </ul>
305-7	Nitrogen oxides (NO <sub>x</sub> ), sulphur oxides (SO <sub>x</sub> ) and other significant air emissions	<ol style="list-style-type: none"> <li>Significant air emissions in kilograms or multiples, for each of the following:               <ol style="list-style-type: none"> <li>NO<sub>x</sub></li> <li>SO<sub>x</sub></li> <li>POPs</li> <li>Volatile organic compounds (VOC)</li> <li>Hazardous air pollutants (HAP)</li> <li>Particulate matter (PM)</li> <li>Other standard categories of air emissions identified in relevant regulations.</li> </ol> </li> <li>Source of the emission factors used.</li> <li>Standards, methodologies, assumptions, and/or calculation tools used.</li> </ol>	<p>Sustainability performance for 2021 (page 15)</p> <ul style="list-style-type: none"> <li>We do not have ozone-depleting substances at our operations, no POPs and no volatile organics.</li> </ul>
		<p>MMSD: Include emissions from both major mobile sources and on-site stationary sources.</p>	<ul style="list-style-type: none"> <li>Scope 1 emissions include emissions resulting from both trackless mobile machinery used for production and loading and hauling activities on site; as well as emissions from stationary combustion of fuel by power generators used in the event of power failure</li> <li>Cato Ridge Works is a stationary source of emissions through combustion of reductants for smelting processes.</li> </ul> <p>Sustainability performance for 2021 (page 15) Environment (page 32)</p> <ul style="list-style-type: none"> <li>More information is available in the F2021 climate change and water report available on our website <a href="http://www.arm.co.za">www.arm.co.za</a></li> </ul>
306	Management approach disclosures – effluents and waste	<ol style="list-style-type: none"> <li>103-1 Explanation of the material topic and its boundary</li> <li>103-2 The management approach and its components</li> <li>103-3 Evaluation of the management approach</li> </ol>	<p>Environment (page 32)</p>

Disclosure number	Disclosure title	Description	Reference
306-1	Water discharge by quality and destination	<p>The reporting organisation shall report the following information:</p> <ol style="list-style-type: none"> <li>a. Total volume of planned and unplanned water discharges by: <ol style="list-style-type: none"> <li>i. Destination</li> <li>ii. Quality of the water, including treatment method</li> <li>iii. Whether the water was reused by another organisation.</li> </ol> </li> <li>b. Standards, methodologies, and assumptions used.</li> </ol>	<p>Environment (page 32)</p> <ul style="list-style-type: none"> <li>• More information is available in the F2021 climate change and water report available on our website <a href="http://www.arm.co.za">www.arm.co.za</a></li> </ul>
306-2	Waste by type and disposal method	<ol style="list-style-type: none"> <li>a. Total weight of hazardous waste, with a breakdown by the following disposal methods where applicable: <ol style="list-style-type: none"> <li>i. Reuse</li> <li>ii. Recycling</li> <li>iii. Composting</li> <li>iv. Recovery, including energy recovery</li> <li>v. Incineration (mass burn)</li> <li>vi. Deep well injection</li> <li>vii. Landfill</li> <li>viii. On-site storage</li> <li>ix. Other (to be specified by the organisation).</li> </ol> </li> <li>b. Total weight of non-hazardous waste, with a breakdown by the following disposal methods where applicable: <ol style="list-style-type: none"> <li>i. Reuse</li> <li>ii. Recycling</li> <li>iii. Composting</li> <li>iv. Recovery, including energy recovery</li> <li>v. Incineration (mass burn)</li> <li>vi. Deep well injection</li> <li>vii. Landfill</li> <li>viii. On-site storage</li> <li>ix. Other (to be specified by the organisation).</li> </ol> </li> <li>c. How the waste disposal method has been determined: <ol style="list-style-type: none"> <li>i. Disposed of directly by the organisation, or otherwise directly confirmed</li> <li>ii. Information provided by the waste disposal contractor</li> <li>iii. organisational defaults of the waste disposal contractor.</li> </ol> </li> </ol>	<p>Environment (page 32)</p>



# GRI content index continued

Disclosure number	Disclosure title	Description	Reference
306-3	Significant spills	<ol style="list-style-type: none"> <li>a. Total number and total volume of recorded significant spills.</li> <li>b. The following additional information for each spill that was reported in the organisation's financial statements:               <ol style="list-style-type: none"> <li>i. Location of spill</li> <li>ii. Volume of spill</li> <li>iii. Material of spill, categorised by: oil spills (soil or water surfaces), fuel spills (soil or water surfaces), spills of wastes (soil or water surfaces), spills of chemicals (mostly soil or water surfaces) and other (to be specified by the organisation).</li> </ol> </li> <li>c. Impacts of significant spills.</li> </ol>	Environment (page 32) <ul style="list-style-type: none"> <li>• More information is available in the F2021 climate change and water report available on our website <a href="http://www.arm.co.za">www.arm.co.za</a></li> </ul>
		MMSD: Include spillage of tailings, slimes or other significant process materials.	<ul style="list-style-type: none"> <li>• There were no significant spills of tailings, slimes or other significant process materials in F2021.</li> </ul>
306-4	Transport of hazardous waste	<ol style="list-style-type: none"> <li>a. Total weight for each of the following:               <ol style="list-style-type: none"> <li>i. Hazardous waste transported</li> <li>ii. Hazardous waste imported</li> <li>iii. Hazardous waste exported</li> <li>iv. Waste treated.</li> </ol> </li> <li>b. Percentage of hazardous waste shipped internationally.</li> <li>c. Standards, methodologies, and assumptions used.</li> </ol>	<ul style="list-style-type: none"> <li>• ARM does not transport, import or export any waste categorised as hazardous under the terms of the Basel Convention.</li> </ul>
307	Management approach disclosures – environmental compliance	<ol style="list-style-type: none"> <li>103-1 Explanation of the material topic and its boundary</li> <li>103-2 The management approach and its components</li> <li>103-3 Evaluation of the management approach</li> </ol>	Our approach to sustainable value creation (page 22) Environment (page 32) Risk management (page 136)
307-1	Non-compliance with environmental laws and regulations	<ol style="list-style-type: none"> <li>a. Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of:               <ol style="list-style-type: none"> <li>i. Total monetary value of significant fines</li> <li>ii. Total number of non-monetary sanctions</li> <li>iii. Cases brought through dispute resolution mechanisms.</li> </ol> </li> <li>b. If the organisation has not identified any non-compliance with environmental laws and/or regulations, a brief statement of this fact is sufficient.</li> </ol>	Corporate governance (page 104) Risk management (page 136) <ul style="list-style-type: none"> <li>• There were no fines or non-monetary sanctions for non-compliance with environmental laws in F2021.</li> </ul>

## GRI 400: Social

Disclosure number	Disclosure title	Description	Reference
401	Management approach disclosures – employment	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Human resources management (page 90)
401-1	New employee hires and employee turnover	<p>a. Total number and rate of new employee hires during the reporting period, by age group, gender and region.</p> <p>b. Total number and rate of employee turnover during the reporting period, by age group, gender and region.</p>	Human resources management (page 90) Sustainability data tables (page 201)
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>a. Benefits which are standard for full-time employees of the organisation but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum:</p> <ol style="list-style-type: none"> <li>i. Life insurance</li> <li>ii. Healthcare</li> <li>iii. Disability and invalidity coverage</li> <li>iv. Parental leave</li> <li>v. Retirement provision</li> <li>vi. Stock ownership</li> <li>vii. Others.</li> </ol> <p>b. The definition used for “significant locations of operation”.</p>	<ul style="list-style-type: none"> <li>• Benefits we offer to full-time employees include standard benefits such as pension fund, medical aid and group life insurance. In addition, the company offers study assistance and bursaries for employees and their children. The company sponsors year-end events, team building interventions, community sports and fun days and wellness days. Employees also have access to comprehensive employee assistance programmes</li> <li>• “Significant locations of operation” are the mines, Cato Ridge Works and the head office.</li> </ul>

## GRI content index continued

Disclosure number	Disclosure title	Description	Reference
401-3	Parental leave	<p>The reporting organisation shall report the following information:</p> <ol style="list-style-type: none"> <li>Total number of employees that were entitled to parental leave, by gender.</li> <li>Total number of employees that took parental leave, by gender.</li> <li>Total number of employees that returned to work in the reporting period after parental leave ended, by gender.</li> <li>Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender.</li> <li>Return to work and retention rates of employees that took parental leave, by gender.</li> </ol>	<ul style="list-style-type: none"> <li>All female full-time employees are entitled to four months of maternity leave and all full-time employees (9 777 men and 2 558 women) are entitled to ten days parental leave on the birth of a child in terms of the amended Basic Conditions of Employment Act</li> <li>618 female employees took maternity leave during the year, 348 (56%) of these had returned to work in the reporting period after maternity leave ended and 327 (94%) who returned from maternity leave were still employed at year end</li> <li>436 male employees took parental leave and 281 (64%) returned to work during the reporting period.</li> </ul>
402	Management approach disclosures – labour/ management relations	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Labour relations (page 100)
402-1	Minimum notice periods regarding operational changes	<ol style="list-style-type: none"> <li>Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them.</li> <li>For organisations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.</li> </ol>	<ul style="list-style-type: none"> <li>The minimum notice period regarding operational changes is specified in collective agreements, and varies between one month and three months, on average.</li> </ul>
403	Management approach disclosures – occupational health and safety	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	<p>Safety (page 75)</p> <p>Occupational health and wellness (page 81)</p>

Disclosure number	Disclosure title	Description	Reference
403-1	Occupational health and safety management system	<p>a. A statement of whether an occupational health and safety management system has been implemented, including whether:</p> <ul style="list-style-type: none"> <li>i. The system has been implemented because of legal requirements and, if so, a list of the requirements</li> <li>ii. The system has been implemented based on recognised risk management and/or management system standards/guidelines and, if so, a list of the standards/guidelines.</li> </ul> <p>b. A description of the scope of workers, activities, and workplaces covered by the occupational health and safety management system, and an explanation of whether and, if so, why any workers, activities, or workplaces are not covered.</p>	<p>Safety (page 75) Occupational health and wellness (page 81)</p> <ul style="list-style-type: none"> <li>• Occupational health and safety management systems are in place at all operations that cover all employees and contractors. These systems align with all legal requirements and with international management systems including ISO 45001, SANS 16001 and OHSAS 18001. Most of the operations are certified in terms of these standards.</li> </ul>
403-5	Worker training on occupational health and safety	A description of any occupational health and safety training provided to workers, including generic training as well as training on specific work-related hazards, hazardous activities, or hazardous situations.	Safety (page 75)
403-6	Promotion of worker health	<p>a. An explanation of how the organisation facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided.</p> <p>b. A description of any voluntary health promotion services and programmes offered to workers to address major non-work-related health risks including the specific health risks addressed, and how the organisation facilitates workers' access to these services and programmes.</p>	Occupational health and wellness (page 81)

## GRI content index continued

Disclosure number	Disclosure title	Description	Reference
403-8	Workers covered by an occupational health and safety management system	<p>a. If the organisation has implemented an occupational health and safety management system based on legal requirements and/or recognised standards/guidelines:</p> <ul style="list-style-type: none"> <li>i. The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system</li> <li>ii. The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system that has been internally audited</li> <li>iii. The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system that has been audited or certified by an external party.</li> </ul> <p>b. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.</p> <p>c. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>	<p>Occupational health and wellness (page 81)</p> <ul style="list-style-type: none"> <li>• ARM's integrated wellness management programme covers all operations, employees and contractors. It aligns with all legal requirements and with international management systems including ISO 45001, SANS 16001 and OHSAS 18001. Most of the operations are externally certified in terms of these standards. The operational clinics are audited annually by a certified external auditor against legal requirements and the ARM standard</li> <li>• The programme includes annual internal audits of operating procedures and practices by an independent occupational health medical practitioner to monitor compliance and identify areas for improvement.</li> </ul>

Disclosure number	Disclosure title	Description	Reference
403-9	Work-related injuries	<p>a. For all employees:</p> <ul style="list-style-type: none"> <li>i. The number and rate of fatalities as a result of work-related injury</li> <li>ii. The number and rate of high-consequence work-related injuries (excluding fatalities)</li> <li>iii. The number and rate of recordable work-related injuries</li> <li>iv. The main types of work-related injury</li> <li>v. The number of hours worked.</li> </ul> <p>b. For all workers who are not employees but whose work and/or workplace is controlled by the organisation:</p> <ul style="list-style-type: none"> <li>i. The number and rate of fatalities as a result of work-related injury</li> <li>ii. The number and rate of high-consequence work-related injuries (excluding fatalities)</li> <li>iii. The number and rate of recordable work-related injuries</li> <li>iv. The main types of work-related injury</li> <li>v. The number of hours worked.</li> </ul> <p>c. The work-related hazards that pose a risk of high-consequence injury, including:</p> <ul style="list-style-type: none"> <li>i. How these hazards have been determined</li> <li>ii. Which of these hazards have caused or contributed to high-consequence injuries during the reporting period</li> <li>iii. Actions taken or underway to eliminate these hazards and minimise risks using the hierarchy of controls.</li> </ul> <p>d. Any actions taken or underway to eliminate other work-related hazards and minimise risks using the hierarchy of controls.</p> <p>e. Whether the rates have been calculated based on 200 000 or 1 000 000 hours worked.</p> <p>f. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.</p> <p>g. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>	<p>Safety (page 75) Occupational health and wellness (page 81) Sustainability data tables (page 201)</p> <ul style="list-style-type: none"> <li>• ARM tracks fatalities, lost-time injuries, reportable injuries and various occupational and other disease rates that are material to our operations. These are not disclosed by gender.</li> </ul> <p>Sustainability data tables (page 201)</p>
		<p>MMSD: Provide a description of each accident resulting in a fatality and actions taken following the accident.</p>	<p>Executive Chairman's report (IAR) (page 22) Safety (page 75)</p>

## GRI content index continued

Disclosure number	Disclosure title	Description	Reference
404	Management approach disclosures – training and education	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Human resources management (page 90)
404-1	Average hours of training per year per employee	a. Average hours of training that the organisation's employees have undertaken during the reporting period, by: i. Gender ii. Employee category.	<ul style="list-style-type: none"> <li>We measure the effectiveness and investment in learning, retraining and development activities by monitoring measures such as training spend as a percentage of total payroll, rather than hours of training</li> <li>Our training is linked to the MQA for national recognition of learning, which prescribes the minimum hours required per specific training intervention. Average training hours per employee were 33.4 in F2021.</li> </ul> Sustainability data tables (page 201)
404-2	Programmes for upgrading employee skills and transition assistance programmes	a. Type and scope of programmes implemented and assistance provided to upgrade employee skills. b. Transition assistance programmes provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.	Human resources management (page 90)
404-3	Percentage of employees receiving regular performance and career development reviews	a. Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	<ul style="list-style-type: none"> <li>All full-time employees receive various levels of regular performance and career development reviews as part of the ARM remuneration and incentive system.</li> </ul>
405	Management approach disclosures – diversity and equal opportunity	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Human resources management (page 90) Transformation (page 71) Social and ethics committee chairman's report (page 4) Corporate governance (page 104)

Disclosure number	Disclosure title	Description	Reference
405-1	Diversity of governance bodies and employees	<p>a. Percentage of individuals within the organisation's governance bodies in each of the following diversity categories:</p> <ol style="list-style-type: none"> <li>i. Gender</li> <li>ii. Age group: under 30 years old, 30-50 years old, over 50 years old</li> <li>iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).</li> </ol> <p>b. Percentage of employees per employee category in each of the following diversity categories:</p> <ol style="list-style-type: none"> <li>i. Gender</li> <li>ii. Age group: under 30 years old, 30-50 years old, over 50 years old</li> <li>iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).</li> </ol>	<p>Human resources management (page 90)</p> <p>Transformation (page 71)</p> <p>Social and ethics committee chairman's report (page 4)</p> <p>Sustainability data tables (page 201)</p>
406	Management approach disclosures – non-discrimination	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	<p>Human resources management (page 90)</p> <p>Transformation (page 71)</p> <p>Human rights (page 25)</p>
406-1	Incidents of discrimination and corrective actions taken	<p>a. Total number of incidents of discrimination during the reporting period.</p> <p>b. Status of the incidents and actions taken with reference to the following:</p> <ol style="list-style-type: none"> <li>i. Incident reviewed by the organisation</li> <li>ii. Remediation plans being implemented</li> <li>iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes</li> <li>iv. Incident no longer subject to action.</li> </ol>	<p>Ethics (page 129)</p> <ul style="list-style-type: none"> <li>• No material non-compliance incidents relating to discrimination were reported during F2021.</li> </ul>
407	Management approach disclosures – freedom of association and collective bargaining	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	<p>Human resources management (page 90)</p> <p>Human rights (page 25)</p>



# GRI content index continued

Disclosure number	Disclosure title	Description	Reference
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<p>a. Operations and suppliers in which workers' rights to exercise freedom of association or collective bargaining may be violated or at significant risk either in terms of:</p> <ul style="list-style-type: none"> <li>i. Type of operation (such as manufacturing plant) and supplier</li> <li>ii. Countries or geographic areas with operations and suppliers considered at risk.</li> </ul> <p>b. Measures taken by the organisation in the reporting period intended to support rights to exercise freedom of association and collective bargaining.</p>	<ul style="list-style-type: none"> <li>• No operations or suppliers have been identified in which employee rights to exercise freedom of association or collective bargaining may be violated or at significant risk. We respect our employees' rights to collective bargaining.</li> </ul>
408	Management approach disclosures – child labour	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Human rights (page 25)
408-1	Operations and suppliers at significant risk for incidents of child labour	<p>a. Operations and suppliers considered to have significant risk for incidents of:</p> <ul style="list-style-type: none"> <li>i. Child labour</li> <li>ii. Young workers exposed to hazardous work.</li> </ul> <p>b. Operations and suppliers considered to have significant risk for incidents of child labour either in terms of:</p> <ul style="list-style-type: none"> <li>i. Type of operation (such as manufacturing plant) and supplier</li> <li>ii. Countries or geographic areas with operations and suppliers considered at risk.</li> </ul> <p>c. Measures taken by the organisation in the reporting period intended to contribute to the effective abolition of child labour.</p>	<ul style="list-style-type: none"> <li>• We do not use child labour and all operations monitor the ages of employees and contractors</li> <li>• We conduct risk assessments/screening in terms of human rights practices in respect of prospective transactions, contracting parties and business partners and have not detected such significant risk.</li> </ul>
409	Management approach disclosures – forced or compulsory labour	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Human rights (page 25)

Disclosure number	Disclosure title	Description	Reference
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	<p>a. Operations and suppliers considered to have significant risk for incidents of forced or compulsory labour either in terms of:</p> <ul style="list-style-type: none"> <li>i. Type of operation (such as manufacturing plant) and supplier</li> <li>ii. Countries or geographic areas with operations and suppliers considered at risk.</li> </ul> <p>b. Measures taken by the organisation in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labour.</p>	<ul style="list-style-type: none"> <li>• ARM's operations do not pose such risk. Our policies are compatible with international human rights standards and with the South African Constitution. Through the implementation of our supplier engagement plan we review the practices of suppliers and contractors and have not detected significant risk.</li> </ul>
410	Management approach disclosures – security practices	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Human rights (page 25)
410-1	Security personnel trained in human rights policies or procedures	<p>a. Percentage of security personnel who have received formal training in the organisation's human rights policies or specific procedures and their application to security.</p> <p>b. Whether training requirements also apply to third-party organisations providing security personnel.</p>	<ul style="list-style-type: none"> <li>• Human rights training is provided to all security personnel, including contractors, and includes regular refresher training.</li> </ul>
411	Management approach disclosures – rights of indigenous peoples	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Human rights (page 25)
411-1	Incidents of violations involving rights of indigenous peoples	<p>a. Total number of identified incidents of violations involving the rights of indigenous peoples during the reporting period.</p> <p>b. Status of the incidents and actions taken with reference to the following:</p> <ul style="list-style-type: none"> <li>i. Incident reviewed by the organisation</li> <li>ii. Remediation plans being implemented</li> <li>iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes</li> <li>iv. Incident no longer subject to action.</li> </ul>	<p>Ethics (page 129)</p> <ul style="list-style-type: none"> <li>• There were no recorded incidents of human rights violations of indigenous peoples. ARM believes that its operations do not pose such risk, but should any such violations occur, there are mechanisms in place for their detection, reporting and resolution.</li> </ul>
413	Management approach disclosures – local communities	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Communities (page 66)

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Disclosure number	Disclosure title	Description	Reference
413-1	Operations with local community engagement, impact assessments, and development programmes	<p>a. Percentage of operations with implemented local community engagement, impact assessments, and/ or development programmes, including the use of:</p> <ul style="list-style-type: none"> <li>i. Social impact assessments, including gender impact assessments, based on participatory processes</li> <li>ii. Environmental impact assessments and ongoing monitoring</li> <li>iii. Public disclosure of results of environmental and social impact assessments</li> <li>iv. Local community development programs based on local communities' needs</li> <li>v. Stakeholder engagement plans based on stakeholder mapping</li> <li>vi. Broad-based local community consultation committees and processes that include vulnerable groups</li> <li>vii. Works councils, occupational health and safety committees and other worker representation bodies to deal with impacts</li> <li>viii. Formal local community grievance processes.</li> </ul>	<p>Communities (page 66) Environment (page 32)</p>
413-2	Operations with significant actual and potential negative impacts on local communities	<p>a. Operations with significant actual and potential negative impacts on local communities, including:</p> <ul style="list-style-type: none"> <li>i. The location of the operations</li> <li>ii. The significant actual and potential negative impacts of operations.</li> </ul>	<ul style="list-style-type: none"> <li>• ARM's operations comply with the environmental and social legal requirements and thereby manage and minimise as far as practically possible significant actual or potential negative impacts on local communities.</li> </ul>
419	Management approach disclosures – socio-economic compliance	<p>103-1 Explanation of the material topic and its boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	<p>Social and ethics committee chairman's report (page 4) Environment (page 32)</p>

Disclosure number	Disclosure title	Description	Reference
419-1	Non-compliance with laws and regulations in the social and economic area	<p>a. Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area in terms of:</p> <ul style="list-style-type: none"> <li>i. Total monetary value of significant fines</li> <li>ii. Total number of non-monetary sanctions</li> <li>iii. Cases brought through dispute resolution mechanisms.</li> </ul> <p>b. If the organisation has not identified any non-compliance with laws and/or regulations, a brief statement of this fact is sufficient.</p> <p>c. The context against which significant fines and non-monetary sanctions were incurred.</p>	<p>Refer to the section 54 notices discussed on page 79 of the Safety section.</p> <ul style="list-style-type: none"> <li>• Apart from the section 54 notices, there were no significant fines or non-monetary sanctions for non-compliance with laws and regulations in F2021.</li> </ul>
		<p>MMSD: Report a summary of judgements made against the organisation in the areas related to health and safety and labour laws.</p>	<ul style="list-style-type: none"> <li>• No judgements were made against ARM in terms of health and safety, and labour laws in F2021.</li> </ul>

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## GRI Sector Supplement: Metals and Mining

Disclosure number	Description	Reference
MM1	Amount of land (owned or leased, and managed for production activities or extractive use) disturbed or rehabilitated.	Environment (page 32) Sustainability data tables (page 201)
MM2	The number and percentage of total sites identified as requiring biodiversity management plans according to stated criteria, and the number (percentage) of those sites with plans in place.	Environment (page 32) Sustainability data tables (page 201)
MM3	Total amounts of overburden, rock, tailings, and sludges presenting potential hazards.	Material waste streams, while not necessarily presenting hazards, are discussed on page 56. Overburden forms part of the renewal reserves record of each operation and is recorded and reported at operational level as appropriate. Additional information regarding ARM's tailings facility management is available on our website <a href="http://www.arm.co.za">www.arm.co.za</a>
MM4	Number of strikes and lockouts exceeding one week's duration, by country.	Human resources management (page 90)
MM5	Total number of operations taking place in or adjacent to indigenous peoples' territories, and number and percentage of operations or sites where there are formal agreements with indigenous peoples' communities.	Two Rivers Platinum Mine, Nkomati Mine and Modikwa Mine operate adjacent to local communities.
MM6	Number and description of significant disputes relating to land use, customary rights of local communities and indigenous peoples.	No disputes have been raised relating to land use or customary rights specifically.
MM7	The extent to which grievance mechanisms were used to resolve disputes relating to land use, customary rights of local communities and indigenous peoples, and their outcomes.	No grievances have been raised regarding land use, customary rights of local communities and indigenous peoples.
MM8	Number (and percentage) of company operating sites where artisanal and small-scale mining (ASM) takes place on, or adjacent to, the site; the associated risks and the actions taken to manage and mitigate these risks.	No ASM takes place on or adjacent to ARM mine sites.
MM9	Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process.	No resettlements took place in F2021.
MM10	Number and percentage of operations with closure plans.	Environment (page 32) All operations have closure plans in accordance with environmental management programme reports (EMPRs) (in the case of the mines) and as part of environmental impact assessments (EIAs), as well as water use licences (all operations). All operations have estimated closure costs and made provision towards closure and rehabilitation. Closure cost assessments are reviewed annually.

## Forward-looking statements

Certain statements in this document constitute forward-looking statements that are neither reported financial results nor other historical information. They include statements that predict or indicate future earnings, savings, synergies, events, trends, plans or objectives. Such forward-looking statements may or may not take into account and may or may not be affected by known and unknown risks, uncertainties and other important factors that could cause actual results, performance or achievements of the company to be materially different from future results, performance or achievements expressed or implied by such forward-looking statements. Such risks, uncertainties and other important factors include: economic, business and political conditions in South Africa; decreases in the market price of commodities; hazards associated with underground and surface mining; labour disruptions; changes in government regulations, particularly environmental, health and safety and tax regulations; changes in exchange rates; currency devaluations; inflation and other macro-economic factors; electricity supply disruptions, constraints and cost increases; supply chain shortages and increases in the price of production inputs; the unavailability of mining and processing equipment or transportation infrastructure; the impact of the Covid-19 pandemic; and the impact of tuberculosis. The forward-looking statements apply only as of the date of publication of these pages. The company undertakes no obligation to update publicly or release any revisions to these forward-looking statements to reflect events or circumstances after the date of publication of these pages or to reflect any unanticipated events.

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