



We encourage all stakeholders to share their views on Implats' activities related to delivering on its strategic commitment to minimise negative social and environmental impacts and to promote meaningful social and economic transformation.



Appendix

Responding to the Mining Charter

Implats seeks to comply with or exceed all elements of the Mining Charter. Our transformation strategy is informed by the seven elements of the Mining Charter with housing and living conditions playing a pivotal role in five of these elements. We leverage each element of the Mining Charter in terms of our business performance and therefore increase our value creation potential.

IMPALA PLATINUM

Element	Description	Measure	Compliance target by 2015	Progress (calendar year 2015)	Weighting	Achieved score
Reporting	Has the company reported a level of compliance for the calendar year	Documentary proof of receipt from Department of Mineral Resources (DMR)	Annually	Yes	Yes/No	Yes
Ownership	Minimum target for effective HDSA ownership	Meaningful economic participation			Yes/No	Yes
		Full shareholder rights	26%	30.4%		Yes
Housing and living conditions	Conversion and upgrading of hostels to attain the occupancy rate of one person per room	Percentage reduction of occupancy rate towards 2014 target	Occupancy rate of one person per room	Occupancy of one person per room	Yes/No	Yes
	Conversion and upgrading of hostels into family units	Percentage conversion of hostels into family units	Family units established	Family units established		Yes
Procurement and enterprise development	Procurement spent from BEE entities	Capital goods	40%	58%	5%	5.0%
		Services	70%	74%	5%	5.0%
		Consumables	50%	76%	2%	2.0%
	Multinational suppliers' contribution to social fund	Annual spend on procurement from multinational suppliers	0.5% of procurement value	0.5%	3%	1.6%
Employment equity	Diversification of the workforce to reflect the country's demographics to attain competitiveness	Top management (board)	40%	63%	3%	3%
		Senior management (Exco)	40%	44%	4%	4%
		Middle management	40%	40%	3%	3%
		Junior management	40%	52%	1%	1%
		Core skills	40%	76%	5%	5%

IMPALA PLATINUM

Element	Description	Measure	Compliance target by 2015	Progress (calendar year 2015)	Weighting	Achieved score
Human resources development	Development of requisite skills, including support for South African-based R&D initiatives intended to develop solutions in exploration, mining, processing, technology efficiency (energy and water use in mining), beneficiation as well as environmental conservation	HRD spend as percentage of total annual payroll (excluding mandatory skills development levy)	5%	6%	25%	25%
Mine community development	Conduct ethnographic community consultative and collaborative processes to delineate community needs analysis	Implement approved community projects	Up-to-date project implementation	Up-to-date project implementation	15%	15%
Sustainable development and growth	Improvement of the industry's environmental management	Implementation of approved EMPs	100%	Annual progress achieved against approved EMPs	12%	12%
	Improvement of the industry's mine health and safety performance	Implementation of the tripartite action plan on health and safety	100%	Action plan implemented. Lower score (95%) achieved for a sub-category under implementation of culture transforming framework	12%	11.9%
	Utilisation of South African-based research facilities for analysis of samples across the mining value	Percentage of samples in South African facilities	100%	100%	5%	5%
Beneficiation	Contribution of mining company towards beneficiation (this measure is effective from 2012)	Additional volume contributory to local value addition beyond the baseline	Section 26 of the MPRDA (percentage above baseline)			
Total score					100%	98.5%

Responding to the Mining Charter

MARULA PLATINUM

Element	Description	Measure	Compliance target by 2015	Progress (calendar year 2015)	Weighting	Achieved score
Reporting	Has the Company reported a level of compliance for the calendar year	Documentary proof of receipt from Department of Mineral Resources (DMR)	Annually	Yes	Yes/No	Yes
Ownership	Minimum target for effective HDSA ownership	Meaningful economic participation			Yes/No	Yes
		Full shareholder rights	26%	27%		Yes
Housing and living conditions	Conversion and upgrading of hostels to attain the occupancy rate of one person per room	Percentage reduction of occupancy rate towards 2014 target	Occupancy rate of one person per room	Occupancy of one person per room	Yes/No	N/A
	Conversion and upgrading of hostels into family units	Percentage conversion of hostels into family units	Family units established	Family units established		N/A
Procurement and enterprise development	Procurement spent from BEE entities	Capital goods	40%	68%	5%	5%
		Services	70%	69%	5%	4.9%
		Consumables	50%	86%	2%	2%
	Multinational suppliers' contribution to social fund	Annual spend on procurement from multinational suppliers	0.5% of procurement value	0%	3%	0%
Employment equity	Diversification of the workforce to reflect the country's demographics to attain competitiveness	Top management (board)	40%	100%	3%	3%
		Senior management (Exco)	40%	50%	4%	4%
		Middle management	40%	69%	3%	3%
		Junior management	40%	59%	1%	1%
		Core skills	40%	70%	5%	5%

MARULA PLATINUM

Element	Description	Measure	Compliance target by 2015	Progress (calendar year 2015)	Weighting	Achieved score
Human resources development	Development of requisite skills, including support for South African-based R&D initiatives intended to develop solutions in exploration, mining, processing, technology efficiency (energy and water use in mining), beneficiation as well as environmental conservation	HRD spend as percentage of total annual payroll (excluding mandatory skills development levy)	5%	7.3%	25%	25%
Mine community development	Conduct ethnographic community consultative and collaborative processes to delineate community needs analysis	Implement approved community projects	Up-to-date project implementation	Up-to-date project implementation	15%	15%
Sustainable development and growth	Improvement of the industry's environmental management	Implementation of approved EMPs	100%	Lower score (2 out of 4) on period assessment of financial provisions sub-category	12%	10%
	Improvement of the industry's mine health and safety performance	Implementation of the tripartite action plan on health and safety	100%	Action plan implemented. Lower score (89%) achieved for a sub-category under implementation of culture transforming framework	12%	11.8%
	Utilisation of South African-based research facilities for analysis of samples across the mining value	Percentage of samples in South African facilities	100%	100%	5%	5%
Beneficiation	Contribution of mining company towards beneficiation (this measure is effective from 2012)	Additional volume contributory to local value addition beyond the baseline				
Total score					100%	94.7%

Responding to the Mining Charter

AFPLATS (PTY) LIMITED

Element	Description	Measure	Compliance target by 2015	Progress (calendar year 2015)	Weighting	Achieved score
Reporting	Has the Company reported a level of compliance for the calendar year	Documentary proof of receipt from Department of Mineral Resources (DMR)	Annually	Yes	Yes/No	Yes
Ownership	Minimum target for effective HDSA ownership	Meaningful economic participation			Yes/No	Yes
		Full shareholder rights	26%	26%		Yes
Housing and living conditions	Conversion and upgrading of hostels to attain the occupancy rate of one person per room	Percentage reduction of occupancy rate towards 2014 target	Occupancy rate of one person per room	N/A	Yes/No	Yes
	Conversion and upgrading of hostels into family units	Percentage conversion of hostels into family units	Family units established	N/A		Yes
Procurement and enterprise development	Procurement spent from BEE entities	Capital goods	40%	82%	6%	6%
		Services	70%	77%	6%	6%
		Consumables	50%	N/A		N/A
	Multinational suppliers' contribution to social fund	Annual spend on procurement from multinational suppliers	0.5% of procurement value	N/A		N/A
Employment equity	Diversification of the workforce to reflect the country's demographics to attain competitiveness	Top management (board)	40%	N/A		N/A
		Senior management (Exco)	40%	N/A		N/A
		Middle management	40%	N/A		N/A
		Junior management	40%	N/A		N/A
		Core skills	40%	N/A		N/A
Human resources development	Development of requisite skills, including support for South African-based R&D initiatives intended to develop solutions in exploration, mining, processing, technology efficiency (energy and water use in mining), beneficiation as well as environmental conservation	HRD spend as percentage of total annual payroll (excluding mandatory skills development levy)	5%	N/A		N/A

AFPLATS (PTY) LIMITED

Element	Description	Measure	Compliance target by 2015	Progress (calendar year 2015)	Weighting	Achieved score
Mine community development	Conduct ethnographic community consultative and collaborative processes to delineate community needs analysis	Implement approved community projects	Up-to-date project implementation	Up-to-date project implementation	15%	15%
Sustainable development and growth	Improvement of the industry's environmental management	Implementation of approved EMPs	100%	Annual progress achieved against EMPs	12%	12%
	Improvement of the industry's mine health and safety performance	Implementation of the tripartite action plan on health and safety	100%	N/A		N/A
	Utilisation of South African-based research facilities for analysis of samples across the mining value	Percentage of samples in South African facilities	100%	100%	5%	5%
Beneficiation	Contribution of mining company towards beneficiation (this measure is effective from 2012)	Additional volume contributory to local value addition beyond the baseline	Section 26 of the MPRDA (percentage above baseline)			
Total score					44%*	44%

* Afplats is rated according to an adjusted total of 44 as it is in a care and maintenance phase.

Responding to the President's Framework Agreement

The Framework Agreement	Context and commitments In signing the PFA, Implats commits to:	Our contribution in 2016
Building a relationship among stakeholders based on trust and respect	<ul style="list-style-type: none"> ● Acting in a fair and impartial manner in dealing with trade unions and acting swiftly where these principles are violated ● Working with government and labour to identify and address factors behind workplace conflict ● Improve internal security measures and consistently implement them at the workplace ● Negotiate in the workplace and industry in ways that support long-term development and constructive peaceful labour relations 	<p>Throughout our operations we have undertaken relationship-building sessions, working within the envisioned structures outlined in the recognition agreement, which includes a code of conduct.</p> <p>Implats interdicts against any unapproved mass meetings or picketing areas. Future forums, as well as employee relations structures and regular meetings, assist in resolving issues in order to prevent marches. All parties are constantly reminded that the correct and legal procedure needs to be followed before a march can be approved.</p> <p>Operations work closely with security to prevent intimidation, and to ensure ethical behaviour.</p> <p>We continued to engage with various government departments directly, working with the Chamber of Mines (the Chamber) and labour representatives to find sustainable solutions to industrial relations challenges in the country.</p> <p>Improved community engagement structures ensure broader stakeholder representation, as well as engagement at different levels between the community and operations. We have successfully rolled out a community communication plan.</p> <p>Task teams in respect of wage negotiations are progressing well.</p>
Strengthening labour relations	<ul style="list-style-type: none"> ● Respect the rule of law and the legal framework in labour relations matters ● When taking decisions, to take account of both the broader context in South Africa (in particular the need to reduce poverty, inequality and unemployment), as well as the interests of investors ● Respect agreements and legal obligations ● Contribute to creating cordial relations between unions in the sector ● Follow proper labour relations procedures ● Work with labour to fast-track resolution of disputes ● The development of a pre-negotiations framework ● Recognise and respect cultural diversity in the workplace 	<p>We have continued to strengthen our relationships with the AMCU national leadership and its elected representatives at Impala Rustenburg, and have good relations with its union representatives at Marula, as well as with the NUM representatives at all our operations.</p> <p>The envisioned structures required in terms of the recognition agreements with unions are in place and functioning: the stabilised industrial relations climate has been maintained.</p> <p>Union membership verification and processing of union membership stop orders against the Company's payroll is conducted in accordance with the Labour Relations Act and continuously reviewed.</p> <p>Strong collaboration with unions underpinned our ability to reach agreement on rationalising the workforce at Impala Rustenburg and negotiating a positive outcome with no industrial action taken.</p> <p>We implement initiatives aimed at ensuring more effective solutions for working in a multi-union environment, and a more open system where all employees are recognised and respected as equals, based on a culture of trust, respect and care.</p> <p>This year we completed a diversity survey at all our operations to gather perceptions on issues including the implementation of our values, diversity management, and women in mining.</p>

The Framework Agreement	Context and commitments In signing the PFA, Implats commits to:	Our contribution in 2016
<p>Ensure the rule of law, peace and stability</p>	<ul style="list-style-type: none"> ● Properly adhere to laws, regulations and charters governing the sector and consistently apply their policies and respect agreements ● Take measures to protect staff members from violence and intimidation and to ensure that security personnel act in accordance with the law at all times ● Avoid acting in a manner that provokes or raises tensions in the workplace ● Participate in the Mine Crime Combating Forum (MCCF) ● Take all legal steps against unprotected labour actions ● Work with government and labour in developing protocols for security and law enforcement ● Where possible, inform police of all planned and unplanned strikes and protests 	<p>The Chamber continues to engage actively with the security, crime prevention and criminal justice cluster through the national joint operations command (NATJOC). Companies participate through the provincial joint operations command (PROVJOCs) and NATJOC (including information sharing).</p> <p>Implats has committed to adopting the voluntary principles on security and human rights (VPSHR) at its operations. We introduced the VPSHR at Impala Springs in 2015 and this year at Impala Rustenburg. The process will be conducted at our Marula operations next year, where the security detail has been increased in response to growing levels of discontent in the mine's communities.</p> <p>There were no reports of weapons carrying, or serious violence and intimidation in the period under review.</p> <p>Implats' security teams have maintained a good visibility in traditional safety hotspots, and reaction units remain on high alert to quell any unrest that may erupt.</p> <p>Security management at the mines work closely with the SAPS. Security plans were developed jointly with the mine and SAPS and are reviewed regularly to manage possible incidences of unrest.</p> <p>Operations play an integral part in the mine MCCFs established in lease areas to gain intelligence on any potential security-related issues.</p> <p>Strategic relationships have been maintained with the Phokeng, Boitekong and public order policing forum.</p> <p>Swift discipline is enforced through a disciplinary code.</p>
<p>Improve living conditions</p>	<ul style="list-style-type: none"> ● Accelerating the implementation of human settlement interventions ● Assisting with resources and technical support for upgrading human settlements around mining towns within the context of regulatory requirements and additional voluntary contributions 	<p>A total of R236 million was expended on employee housing (2015: R228 million).</p> <p>Implats continues to participate in the Chamber's task teams, and to work through SLPs and the Mining Charter to improve living conditions and address housing issues.</p> <p>Implats is implementing a housing strategy that was informed by the findings of a baseline social impact study in 2014 within the communities in which we operate. Focus areas include providing rental stock and house ownership, investigating decent housing solutions for backroom dwellers, and upgrading communal facilities. Consultation is ongoing with social partners, the Royal Bafokeng Administration (RBA) and Rustenburg local municipality.</p> <p>We held a follow-up meeting with the RBA regarding prospective portions of land for rental stock. RBA is conducting due diligence on a portion of land north of Impala operations.</p> <p>The development of our second home ownership flagship project, the Platinum Village in Rustenburg, has progressed well. Phase two (the construction of a further 555 units) commenced in October 2015, and a Platinum Village school is being built.</p> <p>Our Marula operation completed its housing project, delivering 150 sectional title units for employee home ownership.</p>

Responding to the President's Framework Agreement

The Framework Agreement	Context and commitments In signing the PFA, Implats commits to:	Our contribution in 2016
<p>Assist workers with financial literacy and financial planning</p>	<ul style="list-style-type: none"> • Empower employees to be able to adequately manage their financial affairs • Find sustainable solutions to employee indebtedness and guard against unscrupulous micro lenders • Inform individual employees upon receipt of emolument garnishee orders 	<p>Financial literacy is addressed as part of the Implats team mobilisation and ex leave induction training.</p> <p>In 2016, 494 employees were enrolled for ABET, which provides for basic numeracy skills.</p> <p>We offer employees a one-day financial life skills course to explain payslips.</p> <p>Implats employs an experienced former sheriff of the court to assist in identifying and curbing fraudulent garnishee orders. Auditing of garnishee orders is ongoing. In instances where breaches of the rules relating to judgments and emoluments attachment are identified, court proceedings are instituted.</p> <p>The number of garnishee orders has reduced and maintenance orders and administration orders have stabilised.</p> <p>Payroll officials record and monitor the indebtedness status of employees and trends; employees with excessive debt are referred to financial advisers (Careways), who also provide debt counselling and debt consolidation services. Management and union leadership are working closely to appoint a second service provider before end 2017.</p> <p>Implats continues to participate in efforts to tackle unscrupulous lenders. All unscrupulous lenders are removed from hostels and mine property. Legal action is taken where necessary.</p> <p>Last year we approached the courts to protect the rights of employees, as a result of which more than 370 emolument orders were found to be illegal, with almost R3 million of illegal debts being written off.</p> <p>The Chamber has an internal task team on employee indebtedness and promoting financial literacy training in which we participate.</p>
<p>Reaching optimal levels of transformation</p>	<ul style="list-style-type: none"> • Accelerate progress in transformation, including the areas of ownership, procurement, employment, beneficiation, human resource development, as well as health and safety in line with the targets set out in the Mining Charter • Review its long-term strategy and support initiatives for restructuring, reskilling to achieve competitiveness, sustainable growth and transformation 	<p>Implats has continued to focus on advancing transformation. Our performance against the Mining Charter is outlined on pages 98 to 103 in this report.</p>

The Framework Agreement	Context and commitments In signing the PFA, Implats commits to:	Our contribution in 2016
<p>Transform the migrant labour system</p>	<ul style="list-style-type: none"> • Improve socio-economic conditions in labour sending areas • Enforce and implement all elements and commitments of the Mining Charter • Ensure integration and implementation of SLPs and IDPs in labour sending areas and mining areas 	<p>Implats has participated in government's Project Phakisa, a multi-stakeholder-led initiative designed to fast-track the implementation of solutions to critical development issues, including migrant labour, housing and skills shortages, and stimulating growth in the mining sector.</p> <p>Implats participates in the task team spearheaded by the Department of Performance, Monitoring and Evaluation (DPME) – a multi-stakeholder committee consisting of labour, industry and government – established in 2014 to participate in the government driven policy review around migrant labour.</p> <p>SLP plans were developed through an engagement process with the Mine Communities Leadership Engagement Forum (MCLEF) and are aligned with the municipalities' IDPs. We have continued to deliver on our commitments and engage regularly with key stakeholders in areas of operation.</p> <p>Implats has continued to meet the requirements of the Revised (2010) Mining Charter and in many areas exceeded targets. (pages 98 to 103).</p>
<p>Resolve labour disputes as speedily as possible in the best interest of members and South Africa</p>	<ul style="list-style-type: none"> • Negotiate in the workplace and industry in ways that support long-term development and constructive peaceful labour relations 	<p>Impala works closely with unions to resolve all internal disputes through dispute resolution mechanisms and within the auspices of the Commission for Conciliation Mediation and Arbitration (CCMA).</p> <p>Seven task teams, including HR managers and union representatives, have continued to address issues raised in the 2014 wage agreement. Good progress was made in the following key areas: employee share ownership plans; employee indebtedness; retrenchment and severance; retirement benefits and funeral cover; medical separation and incapacitation; and housing and living conditions.</p> <p>Preparations for wage negotiations included providing negotiation training for shop stewards and sharing information regularly with union representatives and all employees.</p>

Responding to the National Development Plan

The NDP objective	Context and commitments	Our contribution in 2016
Transforming the society and uniting the country	<ul style="list-style-type: none"> Reducing poverty and inequality by broadening opportunity through economic inclusion, education and skills development Promoting mutual respect Deepening appreciation of our mutual responsibilities 	<ul style="list-style-type: none"> Our investment in employment opportunities, education, health and infrastructure contribute to building social cohesion. We are committed to promoting broad-based transformation, mutual respect and mutual responsibility as evidenced by the nature of our initiatives presented in this report, for example employment equity, skills development, respect and care, preferential procurement and housing. This year we invested R105 million in socio-economic development projects for our South Africa operations, inclusive of our social and labour plan (SLP) commitments. An additional R236 million was spent on improving accommodation and living conditions of our employees (see pages 71 to 73). A breakdown of our community development expenditure by focus areas is presented in the table on page 70.
An economy that creates more jobs, is more inclusive and that shares the fruits of growth more equitably	<ul style="list-style-type: none"> In 2030, the economy should be close to full employment It should equip people with the necessary skills It should ensure that ownership of production is more diverse The functioning of the labour market should be improved through reforms on dispute resolution Small business should be supported 	<ul style="list-style-type: none"> We participated in government's Project Phakisa process, aimed at accelerating progress in the NDP priority areas. We provided more than 34 000 direct jobs in South Africa. Our procurement spend of R8.1 billion to suppliers and contractors in South Africa stimulated significant employment opportunities throughout our value chain. We invested R4 million in our enterprise and supplier development programmes, as part of a R20 million allocation to enterprise development over the SLP five-year period. With our training spend of R512 million in South Africa we invested significantly in our people skills. We paid taxation and royalties of R2 137.7 million in South Africa. A breakdown of the economic value added throughout 2016 is provided in the table on page 65.
Building safer communities	<ul style="list-style-type: none"> People living in South Africa should feel safe and have no fear of crime People should have confidence in the criminal justice system and police service There should be greater provision for community participation in community safety 	<ul style="list-style-type: none"> Implats continues to participate in various mine crime combating forums (MCCF), established through the President's Framework Agreement. These include one in Phokeng (Rustenburg), one in Gauteng (West Rand) and one in Limpopo. Mining house security heads are active participants. The agenda points include but are not limited to: <ul style="list-style-type: none"> crimes against mine and mine employees public violence planned marches intelligence regarding crime identification of hotspots profiling of individuals causing violence/destabilisers Further details on our initiatives to ensure the rule of law, peace and stability in our communities are detailed on page 105.
Improving infrastructure	<ul style="list-style-type: none"> To grow in a more inclusive manner the country needs higher levels of investment in economic infrastructure, as well as infrastructure that supports human settlements 	<ul style="list-style-type: none"> Our strategic approach to investing in socio-economic development initiatives continues to focus primarily on infrastructure, health, education, community empowerment and poverty alleviation projects. The strategy aims to complement our accommodation and living conditions initiatives, through the provision of schools, clinics and other amenities. Our goal is to establish infrastructure that will address urgent needs in mine communities with the focus on longer-term impacts. Our 2016 achievements for social investments are reviewed on page 67. We also contribute to modernising and optimising of our mining infrastructure through our significant spend on capital projects. In 2016 we invested R3 560 million on these mining projects.

The NDP objective	Context and commitments	Our contribution in 2016
Reversing the spatial effects of apartheid	<ul style="list-style-type: none"> Settlement patterns should meet the needs and preferences of citizens taking into account broader social, environmental and economic interests 	<ul style="list-style-type: none"> Our flagship investment in the well-being of our local communities remains our commitment to the provision of accommodation and improved living conditions for our people. To this end, we expended R236 million on employee housing in South Africa. Since 2008 we have built nearly 3 000 houses for employees. With our housing and community development projects in our areas of operation we endeavour to create viable local communities in which employees are able to reside with their families in stable, healthy and secure environments.
Improving education, training and innovation and providing quality healthcare	<ul style="list-style-type: none"> Measures taken to address poor education and health that significantly reduce opportunities for a productive life and undermines the dynamism of the South African economy 	<ul style="list-style-type: none"> We invested R105 million in skills development programmes in South Africa, including R43 million on education through our social investment initiatives. 494 employees took part in our ABET programme to ensure functional literacy and numeracy. In addition to our occupational health measures we continue to address non-occupational health risks such as TB and HIV through our wellness programmes. We collaborate with The Employment Bureau of Africa (TEBA) to address community health issues. We continue to support the National Health Insurance initiative through partnerships, working closely with the DoH and through the Bojanala Health Forum. Through the Impala Bafokeng Trust we continue to support the community clinic in Luka.
Fighting corruption	<ul style="list-style-type: none"> Measures taken to address high corruption levels that frustrate the state's ability to deliver on its development mandate 	<ul style="list-style-type: none"> We promote high standards of ethical behaviour throughout our activities. We have a zero-tolerance stance on fraud and corruption, with all employees, business partners, contractors and associates required to conduct themselves in accordance with the Implats code of ethics and our fraud policy. Adherence to the code of ethics is facilitated by a toll-free ethics helpline, for confidential reporting (whistle-blowing) of alleged incidents.
An inclusive and integral rural economy	<ul style="list-style-type: none"> South Africa's rural communities should have greater opportunities to participate fully in the economic, social and political life of the country through access to good quality education, healthcare, transport and other basic services 	<ul style="list-style-type: none"> Our social investment projects benefited 7 000 people in South Africa through investments in infrastructure, health and housing. Our enterprise development initiatives supported more than 10 local businesses (tier 1) and helped create jobs.
Transitioning to a low-carbon resource efficient economy	<ul style="list-style-type: none"> The country needs a coherent plan to emit less carbon, use water more sustainably, and protect the oceans, soil and wildlife 	<ul style="list-style-type: none"> We have continued to implement energy conservation programmes at our operations and pursue opportunities to use fuel cell technology as an alternative energy source. We work closely with national power utility Eskom, and continue to participate in various demand-side management (DSM) programmes. This year we launched a fuel cell operated forklift and refuelling station at Impala Springs refineries. In the longer term, we plan to use fuel cell technology as the main source of energy for material handling and underground mining equipment, and collaborate in developing a vibrant, sustainable local fuel cell sector. We continue to work with industry bodies and government in seeking an appropriate policy response to climate change that does not compromise the competitiveness of our sector noting both our important development contribution as well as the role of platinum group metals in the transition to a lower carbon economy. Our 2016 carbon and energy management performance is reviewed on page 90.

Our performance data

People South Africa Occupational levels

Rustenburg	Male				Female				Foreign nationals		Total		Total
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1	0	1
Senior management	16	0	2	33	5	0	0	2	2	0	53	7	60
Professionally qualified and experienced specialists and mid-management	132	7	13	205	27	0	5	41	8	0	365	73	438
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2 572	23	0	601	466	6	4	71	253	4	3 449	551	4 000
Semi-skilled and discretionary decision making	7 157	8	0	69	735	2	0	7	1 503	3	8 737	747	9 484
Unskilled and defined decision making	12 614	20	0	9	1 545	3	0	0	1 701	33	14 344	1 581	15 925
Total permanent	22 492	58	15	917	2 778	11	9	121	3 467	40	26 949	2 959	29 908
Non-permanent employees	6	0	0	1	6	1	0	1	0	0	6	8	15
Grand total	22 498	58	15	917	2 784	12	9	122	3 467	40	26 955	2 967	29 923

Marula	Male				Female				Foreign nationals		Total		Total
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior management	5	0	0	3	0	0	0	0	0	0	0	0	8
Professionally qualified and experienced specialists and mid-management	23	0	0	19	8	0	0	4	2	0	44	12	56
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	353	2	0	36	54	0	1	7	85	0	476	62	538
Semi-skilled and discretionary decision making	1 048	0	0	0	93	0	0	0	40	0	1 088	93	1 181
Unskilled and defined decision making	1 299	0	0	2	428	0	0	0	22	3	1 323	431	1 754
Total permanent	2 728	2	0	60	583	0	1	11	149	3	2 939	598	3 537
Non-permanent employees	2	0	0	0	1	0	0	0	0	0	2	1	3
Grand total	2 730	2	0	60	584	0	1	11	149	3	2 941	599	3 540

Impala Springs	Male				Female				Foreign nationals		Total		Total
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	1	2	1	0	0	1	2	0	6	2	8
Professionally qualified and experienced specialists and mid-management	15	0	5	29	10	1	4	9	5	1	54	25	79
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	169	3	5	92	40	1	1	16	3	0	272	58	330
Semi-skilled and discretionary decision making	366	4	2	21	98	0	1	13	6	0	399	112	511
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0	0	0
Total permanent	551	7	13	144	149	2	6	39	16	1	731	197	928
Non-permanent employees	6	0	0	3	6	0	0	0	0	0	9	6	15
Grand total	557	7	13	147	155	0	6	39	16	1	740	203	943

Head office	Male				Female				Foreign nationals		Total		Total
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	
Top management	0	0	0	2	0	0	0	1	0	0	2	1	3
Senior management	4	0	0	7	1	0	1	2	1	0	12	4	16
Professionally qualified and experienced specialists and mid-management	1	0	0	5	5	0	1	7	1	0	7	13	20
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	4	0	0	3	0	0	0	7	7
Semi-skilled and discretionary decision making	0	0	0	1	1	0	0	4	0	0	1	5	6
Unskilled and defined decision making	0	0	0	0	1	0	0	0	0	0	0	1	1
Total permanent	5	0	0	15	12	0	2	17	2	0	22	31	53
Non-permanent employees	0	0	0	0	2	0	0	0	0	0	0	2	2
Grand total	5	0	0	15	14	0	2	18	2	0	22	34	55

Our performance data

People South Africa Occupational levels

Combined (South Africa)	Male				Female				Foreign nationals		Total		Total
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	
Top management	1	0	0	2	0	0	0	1	0	0	3	1	4
Senior management	26	0	3	45	7	0	1	5	5	0	79	13	92
Professionally qualified and experienced specialists and mid-management	171	7	18	258	50	1	10	61	16	1	470	123	593
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	3 094	28	5	729	564	7	6	97	341	4	4 197	678	4 875
Semi-skilled and discretionary decision making	8 571	12	2	91	927	2	1	24	1 549	3	10 225	957	11 182
Unskilled and defined decision making	13 913	20	0	11	1 974	3	0	0	1 723	36	15 667	2 013	17 680
Total permanent	25 776	67	28	1 136	3 522	13	18	188	3 634	44	30 641	3 785	34 426
Non-permanent employees	14	0	0	4	15	1	0	1	0	0	18	17	35
Grand total	25 790	67	28	1 139	3 537	14	18	190	3 634	44	30 658	3 803	34 461

South Africa combined People with disability (PWD)	Male				Female				Foreign nationals		Total		Total
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior management	2	0	0	1	0	0	0	0	0	0	3	0	3
Professionally qualified and experienced specialists and mid-management	16	0	1	20	0	0	0	0	1	0	38	0	38
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	187	2	0	63	8	1	0	3	22	0	274	12	286
Semi-skilled and discretionary decision making	476	0	0	8	19	1	0	1	89	0	573	21	594
Unskilled and defined decision making	599	0	0	0	41	0	0	0	123	1	722	42	764
Total permanent	1 280	2	1	92	68	2	0	4	235	1	1 610	75	1 685
Non-permanent employees	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand total	1 280	2	1	92	68	2	0	4	235	1	1 610	75	1 685

People Zimbabwe Occupational levels

Mimosa	Females	Males	Total
F – Top management	1	6	7
E – Senior management	2	10	12
D – Professionally qualified and experienced specialist	17	55	72
C – Skilled technical and academically qualified	16	89	104
B – Semi-skilled and discretionary decision making	3	123	125
A – Unskilled and defined decision making	8	351	359
Grand total	47	634	681

Zimplats	Females	Males	Total
F – Top management			
E – Senior management	1	20	21
D – Professionally qualified and experienced specialist	6	70	76
C – Skilled technical and academically qualified	79	833	912
B – Semi-skilled and discretionary decision making	91	1 399	1 490
A – Unskilled and defined decision making	34	514	548
Grand total	211	2 836	3 047

Our performance data

In-service	Number	2016	2015	2014	2013	2012
Impala Rustenburg own employees		29 923	31 519	31 804	32 226	31 865
Contractor employees		8 735	10 288	11 201	12 624	14 436
Impala Springs own employees		943	957	942	991	1 021
Contractor employees		915	1 021	679	899	1 138
Marula own employees		3 540	3 568	3 395	3 165	2 965
Contractor employees		1 170	811	909	853	743
Zimplats own employees		3 047	3 214	3 325	2 929	2 791
Contractor employees		2 397	2 605	2 749	2 775	6 412
Mimosa own employees		681	701	711	776	786
Contractor employees		4	4	64	65	100
Corporate own employees		55	60	61	64	89
Contractor employees		0	0	0	0	0
Total own		38 189	40 019	40 238	40 151	39 517
Total contractors		13 221	14 729	15 602	17 216	22 829
Group total		51 410	54 748	55 783	57 367	62 346
% own employees relative to total workforce		74%				

Labour sending areas

South Africa	Number	Impala Rustenburg 2016	Marula 2016
Eastern Cape		4 459	156
Free State		852	38
Gauteng		794	49
KwaZulu-Natal		560	19
Mpumalanga		174	118
North West		18 061	48
Northern Cape		1 007	3
Limpopo		478	2 954
Western Cape		16	1
Total		26 401	3 386
Foreigners		3 507	151
Grand total		29 908	3 537

Zimbabwe (Zimplats)	Number	2016
Bulawayo		29
Foreigner		4
Harare		88
Manicaland		303
Mashonaland Central		305
Mashonaland East		245
Mashonaland West		1 122
Masvingo province		448
Matabeleland North		34
Matabeleland South		46
Midlands		423
Grand total		3 047

Zimbabwe (Mimosa)	Number	2016
Bulawayo		47
Foreigner		0
Harare		38
Manicaland		44
Mashonaland Central		35
Mashonaland East		23
Mashonaland West		27
Masvingo province		80
Matabeleland North		35
Matabeleland South		30
Midlands		322
Grand total		681

	Unit (%)	2016	2015	2014	2013	2012
Turnover						
Impala Rustenburg		9.0	5.1	4.4	6.0	10.1
Impala Springs		4.1	6.2	4.5	7.5	5.3
Marula		5.6	6.3	5.6	4.2	11.0
Zimplats		6.5	4.4	3.6	3.9	4.2
Mimosa		2.9	3.4	9.0	3.5	4.2
Corporate		14.3	18.2	10	9.4	7.7
Group		8.2	5.1	4.5	5.7	10.0
Women turnover						
Impala Rustenburg		0.5	0.3	0.2	4	0.3
Impala Springs		0.4	1.5	1.4	2	1.7
Marula		0.5	0.4	0.3	5	0.7
Zimplats		0.1	0.3	0.2	6	6
Mimosa		0.1	0.3	5.0	4	0
Corporate		5.4	7.3	1.6	50	2.2
Group		0.5	0.3	0.6	5	0.8

Our performance data

Engagements per age group	Number	Male	Female	Total
Impala Rustenburg		941	52	992
15 – 25		121	4	125
26 – 35		455	27	482
36 – 45		243	18	261
46 – 55		119	3	122
56 – 63		2	0	2
Impala Springs		16	7	23
15 – 25		6	3	9
26 – 35		9	3	12
36 – 45		1	0	1
46 – 55		0	1	1
56 – 63		0	0	0
Marula		148	80	228
15 – 25		42	22	64
26 – 35		68	34	102
36 – 45		20	24	44
46 – 55		14	0	14
56 – 63		4	0	4
Zimplats		20	2	22
15 – 25		9	0	9
26 – 35		8	2	10
36 – 45		2	0	2
46 – 55		1	0	1
56 – 63		0	0	0
Mimosa		1	1	2
15 – 25		0	0	0
26 – 35		0	1	1
36 – 45		1	0	0
46 – 55		0	0	0
56 – 63		0	0	0
Corporate		0	1	1
15 – 25		0	0	0
26 – 35		0	0	0
36 – 45		0	1	1
46 – 55		0	0	0
56 – 63		0	0	0

Terminations per age group	Number	Male	Female	Total
Impala Rustenburg		2 531	155	2 686
15 – 25		113	11	124
26 – 35		533	68	601
36 – 45		582	29	611
46 – 55		642	12	654
56 – 63		661	35	696
Impala Springs		35	4	39
15 – 25		6	0	6
26 – 35		10	1	11
36 – 45		1	0	1
46 – 55		4	2	6
56 – 63		14	1	15
Marula		181	18	199
15 – 25		8	3	11
26 – 35		42	5	47
36 – 45		61	9	70
46 – 55		43	1	44
56 – 63		27	0	27
Zimplats		193	4	197
15 – 25		16	0	16
26 – 35		97	1	98
36 – 45		41	1	42
46 – 55		25	2	27
56 – 63		14	0	14
Mimosa		19	1	20
15 – 25		0	0	0
26 – 35		0	1	1
36 – 45		7	0	7
46 – 55		7	0	7
56 – 63		5	0	5
Corporate		5	3	8
15 – 25		0	0	0
26 – 35		0	0	0
36 – 45		1	3	4
46 – 55		3	0	3
56 – 63		1	0	1

Unionised workforce	Percentage	2016	2015	2014	2013	2012
Impala Rustenburg		84	81	78	73	58
Impala Springs		51*	75	71	70	70
Marula		90	91	87	75	65
Zimplats		34	37	40	46	52
Mimosa		25	26	25	24	24

*The notable reduction in 2016 compared to 2015 in Impala Springs statistics was caused by derecognition of AMCU

Our performance data

Female to male pay ratio		Female	Male
Impala Rustenburg	Top management	0	1
	Senior management	0.81	1
	Professionally qualified and experienced specialists and mid-management	0.85	1
	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0.89	1
	Semi-skilled and discretionary decision making	1.08	1
	Unskilled and defined decision making	1.02	1
Total		1.07	1
Impala Springs	Top management	0	0
	Senior management	0.79	1
	Professionally qualified and experienced specialists and mid-management	0.77	1
	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0.84	1
	Semi-skilled and discretionary decision making	1.01	1
	Total		0.96
Marula	Senior management	0	1
	Professionally qualified and experienced specialists and mid-management	0.81	1
	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0.86	1
	Semi-skilled and discretionary decision making	1.04	1
	Unskilled and defined decision making	0.97	1
	Total		0.83
Grand total		1.07	1
Female to male pay ratio		Female	Male
Zimplats	Top management		
	Senior management	1	1
	Professionally qualified and experienced specialists and mid-management	0.91	1
	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1.18	1
	Semi-skilled and discretionary decision making	0.93	1
	Unskilled and defined decision making	1	1
Total		1	1
Mimosa	Senior management	1	1
	Professionally qualified and experienced specialists and mid-management	1	1
	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	1
	Semi-skilled and discretionary decision making	1	1
	Unskilled and defined decision making	1	1
	Total		1
Grand total		1	1

Safety	Unit	2016	2015	2014	2013	2012
Fatalities (employees)	Number					
Impala Rustenburg		9	4	3	8	7
Impala Springs		0	0	0	0	0
Marula		0	1	0	0	1
Zimplats		0	0	1	0	0
Mimosa		2	0	0	0	0
Total		11	5	4	8	7
Fatalities (contractors)	Number					
Impala Rustenburg		0	2	0	1	5
Impala Springs		0	0	0	0	0
Marula		0	0	0	0	0
Zimplats		0	0	0	0	0
Mimosa		0	0	0	0	0
Total		0	2	0	1	5
Group total		11	7	4	9	12
Reportable injuries	Number					
Impala Rustenburg		401	281	209	358	360
Impala Springs		2	2	1	2	1
Marula		45	24	33	36	60
Zimplats		7	8	6	12	4
Mimosa		9	1	1	0	2
Afplats and head office		0	2	2	13	3
Group total		461	318	252	421	430
Medical treatment cases	Number					
Impala Rustenburg		519	393	341	454	441
Impala Springs		61	84	75	78	82
Marula		109	61	86	90	131
Zimplats		6	6	27	19	33
Mimosa		7	1	10	17	26
Afplats and head office		0	1	6	44	11
Group total		702	546	545	702	724
Lost-time injuries	Number					
Impala Rustenburg		665	456	311	503	573
Impala Springs		3	2	1	2	1
Marula		97	90	47	45	88
Zimplats		8	8	6	12	4
Mimosa		7	1	3	2	11
Afplats and head office		0	2	1	15	4
Group total		782	559	369	579	681

Our performance data

Safety	Unit	2016	2015	2014	2013	2012
Hours worked	Hours					
Impala Rustenburg		84 043 377	86 231 570	57 954 414	98 131 748	95 598 107
Impala Springs		4 141 659	3 972 573	3 913 170	4 746 833	4 453 614
Marula		10 148 375	9 013 210	8 885 363	8 303 702	7 678 134
Zimplats		13 837 573	13 560 069	14 646 272	17 257 526	19 361 847
Mimosa		8 116 972	7 643 876	7 803 469	7 762 842	9 250 991
Afplats and head office		232 719	498 262	854 084	1 395 686	831 411
Group total		120 520 676	121 034 823	94 056 773	137 598 336	137 174 104
FIFR	Pmmhw					
Impala Rustenburg		0.107	0.070	0.052	0.091	0.115
Impala Springs		0	0	0	0	0
Marula		0	0.111	0	0	0.130
Zimplats		0	0	0.068	0	0
Mimosa		0.246	0	0	0	0
Group		0.091	0.058	0.043	0.065	0.087
LTIFR (including RWC)	Pmmhw					
Impala Rustenburg		7.91	5.29	6.69	6.50	6.61
Impala Springs		0.72	0.50	0.51	0.42	0.45
Marula		9.56	18.20	18.91	13.97	19.02
Zimplats		0.58	0.88	0.75	1.10	0.52
Mimosa		1.11	0.26	0.51	0.64	1.84
Group		6.49	5.27	6.10	5.80	5.91
TIFR	Pmmhw					
Impala Rustenburg		14.09	9.85	12.58	11.13	11.22
Impala Springs		15.45	21.65	19.68	16.85	18.86
Marula		20.3	24.96	28.59	24.81	36.08
Zimplats		1.01	1.33	2.59	2.20	2.22
Mimosa		1.97	0.39	1.79	2.83	4.65
Group		12.31	9.78	11.9	10.91	11.19
MTCFR	Pmmhw					
Impala Rustenburg		6.18	4.56	5.88	4.63	4.61
Impala Springs		14.73	21.14	19.17	16.43	18.41
Marula		10.74	6.77	9.68	10.84	17.06
Zimplats		0.43	0.44	1.84	1.10	1.70
Mimosa		0.86	0.13	1.28	2.19	2.59
Group		5.82	4.51	5.79	5.11	5.28
Total injuries	Number					
Impala Rustenburg		1 184	849	729	1 092	1 073
Impala Springs		64	86	77	80	84
Marula		206	225	254	206	277
Zimplats		14	18	38	38	43
Mimosa		16	3	14	22	43
Afplats		0	2	7	63	15
Group total		1 484	1 183	1 119	1 501	1 535

Health	Unit	2016	2015	2014	2013	2012
VCT interventions	Number					
Impala Rustenburg		8 831	9 851	7 626	10 470	7 792
Impala Springs		14	4	10	9	14
Marula		1 058	698	566	540	292
Zimplats		695	1 002	1 563	714	1 424
Mimosa		269	320	321	203	298
Group		10 867	11 875	10 086	11 936	9 820
Employees on ART	Number					
Impala Rustenburg		4 299	3 929	3 822	3 639	3 222
Impala Springs		0	0	27	28	26
Marula		224	200	138	101	65
Zimplats		160	147	137	120	114
Mimosa		160	153	152	151	139
Group		4 843	4 429	4 276	4 039	3 566
Pulmonary TB cases	Number					
Impala Rustenburg		149	274	213	311	352
Impala Springs		1	1	1	1	—
Marula		11	20	41	15	21
Zimplats		4	5	7	1	6
Mimosa		6	4	6	6	10
Group		171	304	268	334	389
NIHL	Number					
Impala Rustenburg		49	32	16	36	53
Impala Springs		0	0	0	0	0
Marula		12	7	14	12	10
Zimplats		0	6	6	2	0
Mimosa		0	4	0	0	0
Group		61	49	36	50	63

SKILLS DEVELOPMENT

(Zimbabwe)	Unit	2016	2015	2014	2013	2012
Expenditure	(US\$ 000)					
Zimplats*		1 586	1 784	2 568	2 350	2 763
Mimosa*		3 319	3 522	3 341	2 935	2 617
Total		4 905	5 304	5 909	5 285	5 380

*Zimplats' skills development expenditure impacted by Bimha collapse and subsequent cost containment initiatives, hence the large difference when compared with Mimosa.

Our performance data

Skills development	Unit	2016	2015	2014	2013	2012
Expenditure	(R million)					
Impala Rustenburg		424	456	280	387	313
Impala Springs		19	19	14	16	21
Marula		68	48	37	24	19
SA operations total (6% of wage bill)		512	523*	331*	428	353
Employee literacy (ABET III and above)	Percentage					
Impala Rustenburg		82	82	82	80	74
Impala Springs		96	92	94	94	93
Marula		92	91	91	90	92
Zimplats		99	99	99	99	99
Mimosa		99	99	99	99	99
Average Group literacy		94	93	93	92	86
ABET training employees	Number					
Impala Rustenburg		478	410	686	794	900
Impala Springs		0	0*	0*	5	7
Marula		16	11	21	6	0**
SA operations total		494	421	707	805	907
Total number of employees trained (including ABET)	Number					
Impala Rustenburg		29 526	30 031	20 338	29 299	23 477
Impala Springs		2 381	2 661	963	1 053	1 091
Marula		3 516	3 074	2 660	1 874	1 117
SA operations total		35 423	35 766*	23 961*	32 226	25 685
Cost of ABET training	(R000)					
Impala Rustenburg		10 738	10 664	8 577	12 769	10 220
Impala Springs		0**	0	0	486	578
Marula		1 896	8	19	2	0*
SA operations total		12 634	10 672	8 596	13 257	10 798
Hours of ABET training	Hours					
Impala Rustenburg		70 304	89 736	69 672	148 728	134 842
Impala Springs		0	0*	0*	11 064	13 433
Marula		15 640	26 028	20 160	4 032	0*
SA operations total		85 944	115 764*	89 832*	163 824	148 257
Functional literacy	Percentage					
Zimplats			99	99	99	99
Mimosa			99	99	99	99
Average Zimbabwean operations functional literacy			99	99	99	99

* Strike impacted, thus comparability impacted year on year

** No ABET intake

Environment	Unit	2016	2015*	2014*	2013	2012
Key production figures						
Ore milled (excluding Mimosa)	(000 tonnes)	18 426	16 024	13 916	17 209	16 626
Tailings disposed on tailing dam	(000 tonnes)	20 936	17 891	16 004	20 770	20 619
Dump slag reprocessed/re-used	(000 tonnes)	201	16	90	172	175
Furnace and converter slag generated and reprocessed	(000 tonnes)	755	469	382	783	772
Total slag reprocessed/re-used	(000 tonnes)	956	485	472	955	947
Platinum produced	(000oz)	1 438	1 276	1 178	1 581	1 448
Group material consumption						
Diesel	(000 litres)	22 523	21 748	21 776	25 247	27 875
Petrol	(000 litres)	476	602	830	1 137	1 237
Coal	(tonnes)	153 309	138 653	127 883	158 732	161 563
Industrial burning oil	(000 litres)	1 222	1 633	1 264	1 730	2 660
Key production figures – Energy (GJ000)						
Impala Rustenburg		10 902	9 766	7 945	11 453	11 360
Impala Springs		2 511	2 523	2 549	2 727	2 688
Marula		771	743	792	729	713
Zimplats		2 425	2 199	2 390	1 940	2 100
Mimosa		719	706	719	725	701
Group total		17 328	15 937	14 395	17 574	17 542
Key production figures – Water (MI) (MI)						
Total water withdrawn						
Impala Rustenburg		14 201	14 491	10 353	14 514	15 961
Impala Springs		810	750	758	838	792
Marula		1 471	1 523	1 690	1 969	1 989
Zimplats		7 903	6 447	6 389	5 775	4 408
Mimosa		2 318	2 165	2 175	2 344	2 214
Group total		26 703	25 376	21 365	25 440	25 274
Total water consumed** (MI)						
Impala Rustenburg		22 494	21 140	16 247	24 735	26 012
Impala Springs		1 333	1 261	1 255	1 244	1 251
Marula		2 929	3 311	3 573	3 544	3 585
Zimplats		12 121	10 725	10 386	7 852	6 003
Mimosa		6 651	3 264	3 314	3 336	3 263
Group total		45 528	39 701	34 775	40 711	40 114
Total water recycled (MI)						
Impala Rustenburg		8 293	6 649	5 894	10 220	10 051
Impala Springs		523	511	497	406	459
Marula		1 458	1 787	1 883	1 574	1 596
Zimplats		4 218	4 278	3 997	2 078	1 595
Mimosa		4 333	1 100	1 138	993	1 139
Group total		18 825	14 325	13 409	15 271	14 840
Unit water consumption (kl/tonne milled)						
Impala Rustenburg		2.15	2.29	2.62	2.06	2.1
Impala Springs		47.45	49.44	51.59	44.93	52.96
Marula		1.74	1.99	1.99	2.18	2.28
Zimplats		1.80	2.02	1.75	1.68	1.37
Mimosa		2.52	1.25	1.35	1.4	1.4
Group total		2.09	2.11	2.12	1.97	1.94

* Comparability of year-on-year figures impacted by five-month strike in the 2014 financial year

** Total water consumed = total water withdrawn and total water recycled

Our performance data

Key production figures

Emissions	Unit	2016	2015	2014	2013	2012
Total direct CO₂	(tonnes)					
Impala Rustenburg		170 301	143 523**	114 432*	182 406	193 317
Impala Springs		145 018	143 687	141 372	158 553	154 077
Marula		6 247	6 437	7 102	6 331	6 450
Zimplats		50 269	45 547	51 257	43 864	53 697
Mimosa		9 945	9 806	9 834	9 815	10 362
Group total		381 780	349 000	323 997	400 969	417 902
Total indirect CO₂	(tonnes)					
Impala Rustenburg		2 449 626	2 267 832**	1 928 823*	2 534 307	2 444 347
Impala Springs		152 390	150 711	159 445	149 223	147 166
Marula		192 984	187 298	206 412	175 914	170 958
Zimplats*		326 665	290 863	312 357	366 492	249 345
Mimosa*		164 433	104 818	107 120	106 506	101 391
Group total		3 286 098	3 001 522	2 714 157	3 332 442	3 113 207
Total direct NO_x	(tonnes)					
Impala Rustenburg		10 187	9 468**	7 932*	10 644	10 370
Impala Springs		634	629	656	633	625
Marula		802	782	850	746	725
Zimplats		2 128	1 896	1 988	1 555	1 587
Mimosa		684	684	682	678	645
Group total		14 435	13 459	12 107	14 257	13 952
Total direct SO₂	(tonnes)					
Impala Rustenburg		5 641	4 865**	3 729*	5 832	4 736
Impala Springs		677	824	1 006	687	256
Marula		0	—	—	—	—
Zimplats		25 074	22 017	26 000***	12 017	13 470
Mimosa		0	—	—	—	—
Group total		31 392	27 706	30 735	18 536	18 462

* Strike impacted, thus comparability impacted year on year

** Post strike ramp up

*** Start up of phase II

Key production figures

Land management	Unit	2016	2015	2014	2013	2012
Disturbed areas rehabilitated	(ha)					
Impala Rustenburg		4.7	2.4	39.7	18.4	23.4
Impala Springs		—	—	—	—	—
Marula		0.6	1.8	3.0	3.3	—
Zimplats		16.0	2.5	3.2	2.5	—
Mimosa		6.2	2.7	0.7	4	—
Group total		27.5	9.4	46.6	28.2	23.4
Rehabilitation liabilities/current costs	(Rm)					
Impala Rustenburg		858	767	729	761	712
Impala Springs		229	137	67	63	60
Marula		109	101	102	94	82
Zimplats		557	413	285	247	216
Mimosa		0	0	0	98	77
Afplats		17	16	16		
Group total		1 770	1 434	1 199	1 263	1 147
Rehabilitation provisions	(Rm)					
Impala Rustenburg		522	459	436	523	520
Impala Springs		180	96	34	37	38
Marula		52	49	52	54	57
Zimplats		318	236	145	154	117
Mimosa		0	0	0	47	52
Afplats		9	8	8		
Group total		1 081	848	675	815	784

Our performance data

Key production figures Land leased and managed	Implats interest	Mining right (ha)	Prospecting right (ha)
South Africa			
Impala	100%	29 773	
Impala RBR JV*	49%		3 789
Afplats	74%	4 602	1 065
Imbasa	60%		1 673
Inkosi	49%		2 583
Marula	73%	5 494	223
Two Rivers	49%	10 675	
Zimbabwe			
Zimplats		87%	48 535
Mimosa		50%	6 591

* Prospecting joint venture with Royal Bafokeng Resources

Key production figures Waste management	Unit	Total Group 2016	Total Group 2015	Total Group 2014		
Non-mineral/non-hazardous waste						
Reused	tonnes	367	811	1 014		
Recycled	tonnes	11 515	10 498	7 582		
Recovered	tonnes	0	0	0		
Treatment	tonnes	0	0	0		
Disposal	tonnes	4 457	6 884	3 001		
On-site storage	tonnes	0	0	0		
Non-mineral/hazardous waste						
Reused	tonnes	2.5	2.5	3.0		
Recycled	tonnes	30 892	27 704	23 960		
Recovered	tonnes	0	0	0		
Treatment	tonnes	5 675	5 127	3 294		
Disposal	tonnes	8 997	7 131	8 251		
On-site storage	tonnes	8.6	6.1	9.5		
Mineral waste						
	Unit	2016	2015	2014	2013	2012
Accumulated tailings	(000 tonnes)	20 936	17 891	16 004	20 770	20 619
Accumulated waste rock (on surface)	(000 tonnes)	911	824	778	1 484	1 323

GRI and UN Global Compact

Implats has followed the guidance provided by principles and criteria provided in the GRI's G4 guidelines. A brief review of our application of the GRI reporting principles is provided below. A detailed response to each of the GRI reporting criteria (with hyperlinks to the corresponding sections of the report) is provided on our website, along with our communication on progress in terms of the UN Global Compact.

Principles relating to the quality of this report

- **Materiality:** As outlined on pages 23 to 25 the issues covered in this report have been guided by a combination of feedback from stakeholders, the identification of material issues by the sustainable development forum, and matters identified through the Group's risk management process.
- **Stakeholder inclusiveness:** The views and concerns of stakeholders have been considered in this report.
- **Sustainability context:** The content of the report is informed by the nature of our products and markets, and with consideration to the social, economic and environmental context in which we operate.
- **Completeness:** The Group's approach to sustainability management has been disclosed under management approach on page 34 as well as key sections of the report.
- **Balance:** The Group has endeavoured to report in a balanced manner, reflecting both achievements and challenges during the year.
- **Comparability:** In almost all performance areas, comparisons with 2015 have been made. Where possible and where the information is available, data has been provided over a period of five years.
- **Accuracy:** Implats believes data has been provided in a format that is broadly acceptable and comparable against industry norms. Where necessary definitions have been provided and where there are differences with industry norms, indicated.
- **Timeliness:** This Sustainable Development Report is published annually, combining financial and non-financial performance.
- **Clarity:** The Group has adopted a reporting style that is concise, but comprehensive enough to be understandable to the lay person.
- **Reliability:** In 2009, Implats implemented a sustainability toolkit to collate and verify data, and to ensure greater accuracy and reliability. Certain performance indicators have been verified by the external assurance provider.

Principles relating to the boundaries of this report

- This report includes operations that are wholly owned or managed by the Group, as well as Mimosa Mine, in which Implats has a 50% interest. The Two Rivers operation, in which the Group has a 49% interest and does not directly manage, is not directly covered.
- **Mass balance:** Mass balance accounting is used to calculate all sulphur emissions at our smelters. In this case, sulphur mass balance is a systematic manner in which the mass of inputs containing sulphur with the mass of outputs containing sulphur as products, waste, change in material stocks and emissions.
- **Particulate matter:** Particulate matter is tiny pieces of solid or liquid matter released to the atmosphere. At Implats, particulate matter refers to the mass of particulates measured at ambient monitoring stations. Particulate matter smaller than 2.5 microns (μm) in size is called PM_{2.5} and particulate matter bigger than 2.5 microns (μm) and smaller than 10 microns (μm) in size is called PM₁₀.
- **Isokinetic sampling:** Isokinetic sampling is a sampling method which is used for monitoring pollution from the stacks. The samples are taken in a duct or stack. The sampling collects particles at a rate where the velocity and the direction of the gas entering the sampling nozzle is the same as that of the gas in the duct or stack and elsewhere in the stream. The results are therefore more accurate and reliable.

Independent assurance report on selected sustainability information

To the directors of Impala Platinum Holdings Limited

We have undertaken an assurance engagement on selected sustainability information as described below and presented in the 2016 sustainability report of Impala Platinum Holdings Limited (Implats) for the year ended 30 June 2016 (the report). This engagement was conducted by a multidisciplinary team of health, safety, social, environmental and assurance specialists with relevant experience in sustainability reporting.

Subject matter and related assurance

We are required to provide:

1. Reasonable assurance on the following key performance indicators:

	KPIs prepared in accordance with the Global Reporting Initiative Sustainability Reporting Guidelines (GRI G4 Guidelines), supported by Implats' internal guidelines	Assured value	Page	Boundary
1	Contractor and employee fatalities	11 fatalities	43, 119	Implats Group
2	Contractor and employee lost time injury frequency rate (LTIFR)	6.49	3, 10, 43, 120	Implats Group
3	Total injury frequency rate (TIFR)	12.31	3, 43, 120	Implats Group
4	New cases of noise-induced hearing loss (NIHL) submitted for compensation	61 cases	13, 49, 121	Implats Group
5	New cases of pulmonary tuberculosis diagnosed and treated	171 cases	4, 13, 48, 49, 121	Implats Group
6	Employees on antiretroviral treatment (ARV/ART) – net enrolment at year end	4 843 employees	3, 13, 48, 49, 121	Implats Group
7	Employee voluntary counselling and testing programme uptake (VCT)	10 867 tested cases	48, 49, 121	Implats Group
8	Energy consumption	17 328 GJ000	90, 123	Implats Group
9	Water withdrawn	26 703 MI	87, 123	Implats Group
10	Water consumption	45 528 MI	87, 123	Implats Group
11	Total indirect carbon dioxide (CO ₂) emissions	3 286 098 Tonnes	124	Implats Group
12	Total nitrogen oxide (NO _x) emissions	14 435 Tonnes	93, 124	Implats Group

2. Limited assurance on the following key performance indicators:

(a) KPIs prepared in compliance with the Amendment to the Broad-Based Socio-Economic Empowerment Charter for the South African Mining and Minerals Industry (BBSEEC) (2010) and related scorecard (2010)

		Assured value	Page	Boundary
13	Number of employees who are classified as historically disadvantaged South Africans (HDSA) and who are employed at management positions, above the supervisor level – excluding non-executive directors	363 employees	59	South African operations only
14	Number of women employees in management positions, above the supervisor level – excluding non-executive directors	137 employees	14, 59	South African operations only
15	Number of people trained through adult basic education (ABET) – net enrolment at year end	173 people	53	South African operations only
16	HDSA procurement (>25%) (in line with the Mining Charter categories of capital goods, services and consumable goods)	R6.1 billion	75	South African operations only
17	Local procurement	R608 million spent on Tier 1 procurement	76	South African operations only

(b) KPIs prepared in accordance with the GRI G4 guidelines, supported by Implats' internal guidelines

		Assured value	Page	Boundary
18	Total socio-economic development (SED) expenditure	R104.6 million	10, 66	South African operations only
19	Total direct carbon dioxide (CO ₂) emissions	381 780 tonnes	124	Implats Group
20	Total sulphur dioxide (SO ₂) emissions	58 747 tonnes	93	Implats Group

Independent assurance report on selected sustainability information

Directors' responsibilities

The directors are responsible for the selection, preparation and presentation of the selected sustainability information in accordance with the following reporting criteria:

- For the subject matters in 1 and 2(b): the GRI G4 Guidelines, supported by Implats' internal guidelines; and
- For the subject matters in 2(a): The amendment to the BBSEEC (2010) and related scorecard (2010).

This responsibility includes the identification of stakeholders and stakeholder requirements, material issues, for commitments with respect to sustainability performance and for the design, implementation and maintenance of internal control relevant to the preparation of the report that is free from material misstatement, whether due to fraud or error.

Our independence and quality control

We have complied with the code of ethics for professional accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

KPMG Services Proprietary Limited applies the International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our responsibility

Our responsibility is to express an assurance opinion and conclusions on the selected sustainability information based on the work we have performed and the evidence we have obtained. We have conducted our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board. That standard requires that we plan and perform our engagement to obtain assurance about whether the selected sustainability information is free from material misstatement.

An assurance engagement in accordance with ISAE 3000 (Revised) involves assessing the suitability in the circumstances of Implats' use of its reporting criteria and performing procedures to obtain evidence about the quantification of the selected sustainability information and related disclosures. The nature, timing and extent of procedures selected depend on the practitioner's judgement, including the assessment of the risks of material misstatement, whether due to fraud or error. In making those risk assessments we considered internal control relevant to Implats' preparation of the selected sustainability information. The procedures we performed were based on our professional judgement and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the selected sustainability information set out in section 1 of the subject matter and related assurance paragraph above. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. Given the circumstances of our limited assurance engagement on the selected sustainability information set out in section 2 of the subject matter and related assurance paragraph above, in performing the procedures listed above we:

- Interviewed management to obtain an understanding of the internal control environment, risk assessment process and information systems relevant to the sustainability reporting process;
- Tested the processes and systems to generate, collate, aggregate, monitor and report the selected sustainability information, which included the following:
 - Inspected supporting documentation and performed analytical procedures on a sample basis to evaluate the data generation and reporting processes against the reporting criteria;
 - Undertook site visits to the Rustenburg (mining, concentration and smelting), Springs (refineries), Marula (mining and concentrating) and Zimplats (mining and concentration, where we also met with Mimosa personnel) operations; and

- Evaluated whether the selected sustainability information presented in the report is consistent with our overall knowledge and experience of sustainability management and performance at Implats.

The procedures performed in a limited assurance engagement vary in nature from, and are less in extent than for, a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion on the matters described in section 2 of the subject matter and related assurance paragraph above.

Reasonable assurance opinion and limited assurance conclusions

1. On the selected key performance indicators on which we are required to express reasonable assurance

In our opinion, the selected sustainability information set out in 1 of the subject matter and related assurance paragraph above for the year ended 30 June 2016 is prepared, in all material respects, in accordance with the GRI G4 guidelines, supported by Implats' internal guidelines.

2. On the selected key performance indicators on which we are required to express limited assurance

- a. Based on our work performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the selected sustainability information set out in 2(a) of the subject matter and related assurance paragraph above for the year ended 30 June 2016 is not prepared, in all material respects, in compliance with the amendment to the BBSEEC (2010) and related scorecard (2010).
- b. Based on our work performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the selected sustainability information set out in 2(b) of the subject matter and related assurance paragraph above for the year ended 30 June 2016 is not prepared, in all material respects, in accordance with the GRI G4 Guidelines, supported by Implats' internal guidelines.

Other matters

The maintenance and integrity of the Implats website is the responsibility of Implats' management. Our procedures did not involve consideration of these matters and, accordingly, we accept no responsibility for any changes to either the information in the report or our

independent assurance report that may have occurred since the initial date of presentation on the Implats website.

Restriction of liability

Our work has been undertaken to enable us to express the opinion and conclusions on the selected sustainability information to the directors of Implats in accordance with the terms of our engagement, and for no other purpose. We do not accept or assume liability to any party other than Implats, for our work, for this report, or for the opinion and conclusions we have reached.

KPMG Services Proprietary Limited



Per PD Naidoo
Director

Johannesburg
1 September 2016

Glossary

ABET	Adult Basic Education and Training
Aids	Acquired immune deficiency syndrome
AMCU	Association of Mineworkers and Construction Union
AMWUZ	Associated Mine Workers Union of Zimbabwe
ART	Antiretroviral therapy, provided for the treatment of HIV and Aids (excluding state and private medical aid)
B-BBEE	Broad-based black economic empowerment
CEE	Commission for Employment Equity
CO₂	Carbon dioxide
CoM	Chamber of Mines
CSOT	Community Share Ownership Trust
CTF	Cultural transformation framework
dB	Decibels. Unit of measurement for sound
DEROs	Desired Emissions Reduction Objectives
DOH	Department of Health
DMR	Department of Mineral Resources, South Africa
DPM	Diesel Particulate Matter
DPME	Department of Performance, Monitoring and Evaluation
DSM	Demand-side management
DWS	Department of Water and Sanitation
EAO	Emolument attachment orders
ECD	Early childhood development
EFF	Economic Freedom Fighters
EIA	Environmental impact assessment
EITI	Extractive Industries Transparency Initiative
EMA	Environmental Management Agency of Zimbabwe
EMP	Environmental management programme
ESOP	Employee Share Ownership Programme
ESOT	Employee Share Ownership Trust
Executive director	Is employed by the Company and is involved in the day-to-day running of the organisation
EVP	Employee value proposition
FC	Fuel cell
FIFR	A rate expressed per million man-hours of any Impala employee, contractor or contractor employee or visitor who is involved in an incident while performing his duties at work and who sustains terminal injuries shall constitute a fatal accident. Any road-related fatal incident where the Company is in full control of the vehicle, the driver and conditions related to the road injury of an employee shall constitute a fatal incident. A fatal injury may occur when an employee is incapacitated for a period of time prior to expiration, thus requiring a revision of injury status from LTI to a fatality
FLC	Foundational Learning Competence
FY	Financial year (to 30 June)

GJ	Gigajoules. Unit of measure for energy
GHG	Greenhouse gases
GRI	Global Reporting Initiative
HDSA	Historically disadvantaged South African
HIV	Human immunodeficiency virus
HPD	Hearing Protection Devices
HSE	Health, safety and environment
HSRC	Human Sciences Research Council
IBC	Inside back cover
IDP	Integrated Development Plans
IFC	Inside front cover
IFRS	International Financial Reporting Standards
IBT	Impala Bafokeng Trust, socio-economic development vehicle jointly funded by Implats and RBH
ILO	International Labour Organisation
IMF	International Monetary Fund
IMP	Impala Medical Plan
Impala Platinum	Impala Platinum Limited, comprising Impala Rustenburg and Impala Springs
Implats	Impala Platinum Holdings Limited
Independent directors	Directors who apart from receiving directors' remuneration do not have any other material pecuniary relationship or transactions with the Company, its management or its subsidiaries, which in the judgement of the board may affect their independence
IPA	International Platinum Group Metals Association
ISO	International Organisation for Standardisation
IWWMP	Integrated waste and water management plan
IIP	Indigenisation Implementation Plan
JORC	Australasian Code for the Reporting of Mineral Resources and Ore Reserves
JSE	JSE Securities Exchange
LCA	Life cycle assessment
LCMs	Loose cubic metres
LED	Local Economic Development
LHD	Load Haul Dumper
Local community	Communities that are directly impacted by our mining operations and are on or near the mine lease area
Lost-time injury	A work-related injury resulting in the employee being unable to attend work at his/her place of work, performing his/her assigned duties, on the next calendar day (whether a scheduled work day or not) after the day of the injury. If the appointed medical professional advises that the injured person is unable to attend work on the next calendar day after the injury, regardless of the injured person's next roster shift, a lost-time injury is deemed to have occurred
LSE	London Stock Exchange
LTIFR	Number of lost-time injuries expressed as a rate per million hours worked

Glossary

Marula	Marula Platinum (Pty) Ltd
Materiality and material issues	Issues of materiality are those aspects that may have a significant impact on the organisation's reputation and may carry a financial and/or legal cost. These aspects are identified internally through the risk process and externally through ad hoc or routine engagements with a range of stakeholders
MCDA	Marula Community Development Agency
MCLEF	Mine Communities Leadership Engagement forum
MCSOT	Mberengwa Community Share Ownership Trust
MCT	Marula Community Trust
MHSC	Mine, Health and Safety Council
MIGDETT	Mining Industry Growth Development and Employment Task Team
Mimosa	Mimosa Platinum (Private) Limited
Mining Charter	Broad-based socio-economic empowerment charter for the South African mining industry
MPRDA	Mineral and Petroleum Resources Development Act, 28 of 2002, which came into effect in South Africa on 11 May 2004
Medical treatment cases (MTCs)	A medical treatment case is defined as a one-time treatment and subsequent observation of minor injuries by an appointed medical professional. Such minor injuries may include treatment by the application of bandages, antiseptic, ointment, irrigation of the eye to remove non-embedded foreign objects or the removal of foreign objects from the wound. MTCs never involve a loss of one or more calendar days after the injury, regardless of the injured person's next rostered shift or where the injured is unable to perform one or more of their routine functions normally connected with their work due to a restriction applied by an appointed medical professional
MW	Megawatt, a measure of electric power
NAC	National Aids Council
NASCA	National Senior Certificate for Adults
NATJOC	National Joint Operations Command
NCPC	National Cleaner Production Centre
NCR	National Credit Regulator
NGO	Non-governmental organisation
NBI	National Business Institute
NDP	National Development Plan
NIHL	Noise-induced hearing loss
NMWVZ	National Mine Workers Union of Zimbabwe
Non-executive director	A director who is not involved in the day-to-day running of the organisation but is a nominee director of a material shareholder
NO_x	Nitrous oxide
NRF	National Research Foundation
NUM	National Union of Mineworkers, South Africa
OEM	Original Equipment Manufacturer
OHSAS	Occupational Health and Safety Assessment Series
ORAs	Objective-based risk assessments

PBC	PGM beneficiation committee
PDS	Proximity detective systems
PFA	President's Framework Agreement
PGI	Platinum Guild International
PGMs	Platinum group metals being the metals derived from PGE
PIC	Public Investment Corporation
PPC	Platinum producer's committee
PPE	Personal protective equipment
PPM	Parts per million
RBED	Royal Bafokeng Enterprise Development
RBH	Royal Bafokeng Holdings
RBN	Royal Bafokeng Nation/Administration
Reportable injury	<p>(a) A reportable injury is an injury which results in: the death of the employee;</p> <p>(b) An injury, to any employee, likely to be fatal;</p> <p>(c) Unconsciousness, incapacitation from heatstroke or heat exhaustion, oxygen deficiency, the inhalation of fumes or poisonous gas, or electric short or electric burning accidents of or by any employee and which is not reportable in terms of paragraph (d), or as required by the OHS Act where applicable</p> <p>(d) An injury which either incapacitates the injured employee from performing that employee's normal occupation for a period totalling 14 days or more, or which causes the injured employee to suffer the loss of a joint, or a part of a joint, or sustain a permanent disability</p>
Restricted Work Injuries (RWI)	A restricted work injury is a work-related injury which results in the employee being able to return to his or her permanently assigned workplace, to perform his or her permanently assigned work on the next calendar day, but where the injured is unable to perform one or more of their routine functions normally connected with their work due to a restriction applied by an appointed medical professional
RDP	Reconstruction and Development Programme
RFA	Rehabilitation and Fitness Assessment
RLM	Rustenburg Local Municipality
RO	Reverse osmosis
RSIP	Rehabilitation strategy and implantation plan
SAMREC	South African Code for Reporting of Mineral Resources and Mineral Reserves
SANBI	South African National Biodiversity Institute
SAZ	Standards Association of Zimbabwe
SD	Sustainable development
SED	Socio-economic development
SHEQ	Safety, Health and Environment Quality
SLP	Social and labour plan
SMC	Selous Metallurgical Complex
SMMEs	Small, medium and micro enterprises
SO₂	Sulphur dioxide
SRI	Socially responsible investment

Glossary

STR	Social, transformation and remuneration committee
TARP	Triggered action response plan
TB	Pulmonary tuberculosis, which in South Africa is considered an occupational illness when it is associated with the presence of dust in the workplace
TEBA	The Employment Bureau of Africa
TMM	Trackless mobile machinery
Traditional council leadership	Elected/appointed members of a community according to customs and practices. The tenure of these leaders differ among communities. The chief King/Kgoshi/Kgosi or inKhosi is the head of the traditional council leadership and the chairman of the council
TSCZ	Traffic Safety Council of Zimbabwe
UASA	United Association of South Africa
UNGC	United Nations Global Compact
VCT	Voluntary counselling and testing, in respect of HIV and Aids
VPSHR	Voluntary principles on security and human rights
WBCSD	World Business Council on Sustainable Development
WC/WDM	Water Conservation/Water Demand Management
WiM	Women in mining
WLPF	Western Limb Producers Forum
WPIC	World Platinum Investment Council
WUL	Water use licence
ZCSOT	Zvishavane Community Share Ownership Trust
ZINARA	Zimbabwe National Roads Association
ZINWA	Zimbabwe National Water Authority
ZIP	Zero incident process
ZRP	Zimbabwe Republic Police

Environmental incident reporting levels

Level of severity	Definition of levels
Level 5	Incident that contains major non-conformances or non-compliances. These non-compliances are those that result in long-term environmental impact . <i>Company or operation-threatening implications.</i>
Level 4	Incident that contains significant non-conformances or non-compliances. These non-compliances are those that result in medium-term environmental impact . <i>Serious environmental impact, but not operation-threatening events.</i>
Level 3	Incident that contains limited non-conformances or non-compliances. These non-compliances are those that result in ongoing, but limited environmental impact .
Level 2	Incident that involves minor non-conformances that result in short-term, limited and non-ongoing adverse environmental impact .
Level 1	Incident that involves minor non-conformances that result in negligible adverse environmental impact .

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