

Our values

WE RESPECT

- All our stakeholders, including:
 - Shareholders
 - Employees and their representative bodies
 - Communities within which we operate
 - Regulatory bodies
 - Suppliers and customers
 - Directors and management
 - All other interested and affected parties
- The principles of the UN Global Compact
- The laws of the countries within which we operate
- Company policies and procedures
- Our place and way of work
- Open and honest communication
- Diversity of all our stakeholders
- Risk management and continuous improvement philosophies



WE CARE

- For the health and safety of all our stakeholders
- For the preservation of natural resources
- For the natural environment in which we operate
- For the socio-economic well-being of the communities within which we operate

WE STRIVE TO DELIVER

- A safe, productive and conducive working environment
- A fair working environment through equitable and competitive human capital practices
- On the development of our employees
- Positive returns to our stakeholders through an operational excellence model
- On our commitments to all stakeholders
- On our capital projects
- Quality products that meet or exceed our customers' expectations

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We have incorporated the following symbols indicating our strategies and objectives through this report:

Strategies



Maintaining operational excellence and safe production



Maintaining our social licence to operate



Maintaining strategic optionality and positioning the Group for the future



Maintaining prudent investment through the cycle



Conserving cash, especially while metal prices remain depressed



Feedback

We welcome your feedback to make sure we are covering the things that matter to you. Go to www.implats.co.za or email investor@implats.co.za for the feedback form, or scan the code on the left with your smart device.

Our approach to reporting

This report reviews our approach to addressing social, economic and environmental issues that are seen as having a material impact on the long-term success of our business.

Boundary and scope

This report provides information relating to our sustainable development policies, practices, performance and prospects for the financial year 1 July 2015 to 30 June 2016. The report covers the following operations over which we have direct management control and for which we set and implement policies and standards: Impala, Marula, Zimplats and Mimosa. Our last report was published in September 2015 covering the 2015 financial year. No changes to the boundary and scope have been applied in the year under review.

Materiality and target audience

The report reviews our approach to addressing those social, economic and environmental issues that are seen as having a material impact on the long-term success of the business, the sustainability of the economy, the environment and the communities in which we operate, or that are important to key stakeholders. This year's report

includes a review of our contribution in terms of:

- The Mining Charter which governs the mining sector in South Africa and Indigenisation Policy in Zimbabwe
- National developmental priorities – as defined in the South African National Development Plan
- Local sector-specific commitments in South Africa – as provided in the Framework Agreement for a Sustainable Mining Industry, entered into by organised labour, organised business and government

While the report is of interest to all our existing and prospective stakeholders, it is focused primarily on addressing the interests of socially responsible investment (SRI) analysts and investors, as well as sustainability professionals. Our approach to identifying the issues we regard as being most material to Implats in 2016 is described on page 22.

Reporting standards

Our sustainability reporting criteria has been compiled in accordance with the GRI's G4 Guidelines (Core compliance)

and their Mining Sector Supplement, as well as Implats' internally developed reporting guidelines. We have provided a separate, more detailed response to the criteria of the GRI G4 Guidelines in a detailed online GRI response table, available at www.implats.co.za/implats.Annual-reports.asp. As a signatory to the United Nations Global Compact (UNGC), we have also used the UNGC's Advanced Level reporting criteria in our UNGC Communication on Progress.

Independent assurance

A third-party assurance provider, KPMG, has independently assured selected performance information. The scope of the assurance, the selected performance information and the independent statement of assurance are provided on page 128.

Contacts

Please address any queries or comments on this report to the corporate relations department. Email: investor@implats.co.za Tel: +27 11 731 9000

Additional information regarding Implats is provided in the following reports, all of which are available at www.implats.co.za

Integrated Report

- Information about our stakeholders, their material matters, risk, strategy and performance
- Information about our operations, mineral reserves and mineral resources, business context, environment, business model, and intellectual capital contained in our risk and remuneration processes
- Overall assurance provided explained



Sustainable Development Report

- Detail on material economic, social and environmental performance
- GRI G4 core compliance
- Internal reporting guidelines in line with the UN Global Compacts
- Independent assurance report



Mineral Resource and Mineral Reserve Statement

- Conforms to the South African Code for Reporting of Exploration Results, Mineral Resources and Mineral Reserves (SAMREC)
- Conforms to the Australasian Code for the Reporting of Mineral Resources and Ore Reserves (JORC)
- Been signed off by the competent persons



Online

- Direct access to all our reports
- Our website has detailed investor, sustainability and business information

Summary performance data

Implats is one of the world's foremost producers of platinum and associated platinum group metals (PGMs).

Production data**		2016	2015****	2014****	Variance %	△▽
Tonnes milled	(000t)	18 426	16 024	13 916	15	△
Refined platinum	(000oz)	1 438	1 276	1 178	13	△
PGMs	(000oz)	2 908	2 618	2 370	11	△
Revenue	(Rm)	35 932	32 477	29 028	11	△
Operating cost	(Rm)	21 691	19 074***	14 613		
Capital invested***	(Rm)	3 560	4 287	4 345	17	▽
Income tax paid	(Rm)	883	401	714	120	△
Unit cost* per oz Pt	(Rand)	21 731	22 222	19 430	2	▽
People		2016	2015	2014	Variance %	
Employees in service						
Own*****	Number	38 189	40 019	40 238	5	▽
Contractors*****	Number	13 221	14 729	15 602	10	▽
Turnover	%	8	5	5	60	△
HDSA in management	%	53	51	50	4	△
Safety rates						
FIFR	Pmmhw	0.091	0.058	0.043	57	△
RIFR	Pmmhw	3.83	2.63	2.68	46	△
LTIFR	Pmmhw	6.49	5.27***	6.10	23	△
TIFR	Pmmhw	12.31	9.78***	11.90	26	△
Operations and shafts with one million or more fatality-free shifts	Number	16	11	4	45	△
Employees' health						
People on wellness programmes	Number	6 891	6 140	6 286	12	△
Total people on ART	Number	4 843	4 429	4 276	9	△
TB cases	Number	171	304	268	44	▽
Medical incapacitation	Number	377	505	331	25	▽
The environment		2016	2015	2014	Variance %	
Energy intensity	(GJ/tonne milled)	0.9405	0.9946	1.0344	5	▽
Total direct CO ₂ intensity	(t/tonne milled)	0.2072	0.2091	0.2182	5	▽
Total direct SO ₂ intensity	(t/tonne milled)	0.0017	0.0017	0.0022	0	
Water intensity	(Mℓ consumed/tonne milled)	0.0025	0.0025	0.0025	0	
% water recycled	(total water recycled Mℓ/total water consumed Mℓ)	41	36	39	15	△
Social capital		2016	2015	2 014	Variance %	
SED expenditure (RSA)	(Rm)	105	83	71	27	△
SED expenditure (Zimbabwe)	(US\$m)	4.7	5.1	8.9	8	▽
Housing and living conditions expenditure (RSA)	(Rm)	236	228	261	4	△
Housing and living conditions expenditure (Zimbabwe)	(US\$m)	1	6	15	83	▽

△▽ Improvement △▽ Deterioration * Excluding share-based payments and Two Rivers and hence impact intensity factors *** Restated numbers **** Ramp up and strike impacted ***** Includes Mimosa employees and contractors attributable to Implats
 Variance 2016 versus 2015