

REPORTING IN LINE WITH GRI

Sibanye has adopted the G4 guidelines of the Global Reporting Initiative (GRI) in preparing this report, and reports “in accordance” with the core option, including the GRI’s G4 Mining and Metals Sector Disclosures, to communicate the Group’s economic, environmental, and social and governance impacts.

Certain non-financial key performance indicators within this report have been assured by KPMG Services, and are presented in the Statement of Assurance on page 117 of the Sibanye Integrated Annual Report 2016. Key sustainability performance data selected by Sibanye for assurance by KPMG Services can be found under Assured Data (see Key features – four-year review on page 13 of the Sibanye Integrated Annual Report 2016).

GRI CONTENT INDEX

GENERAL STANDARD DISCLOSURES

		Pages in the Sibanye Integrated Annual Report 2016
STRATEGY AND ANALYSIS		
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ORGANISATIONAL PROFILE		
G4-3: Report the name of the organisation	Throughout the report	
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ORGANISATIONAL PROFILE continued		
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	Administrative and corporate information	124
G4-6: Report the number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report	Group profile	4-5
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	G4-7: Report the nature of ownership and legal form	About Sibanye's reports
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Superior value for the workforce		70
Corporate governance		99-100
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G4-8: Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	Group profile	4
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	Creating value from operations, projects and technology	38-39, 43 and 48
	Superior value for the workforce	70
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	Corporate governance	99
	Remuneration report	109-110 and 114
	Shareholder information	120-122
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ORGANISATIONAL PROFILE continued		
G4-9: Report the scale of the organisation, including:	Group profile	4-5
• Total number of employees	How we create value	8-9
• Total number of operations	Key features – four-year review	10-13
• Net sales (for private-sector organisations) or net revenues (for public-sector organisations)	Chief Executive's review	19-20
• Total capitalisation broken down in terms of debt and equity (for private-sector organisations)	Chief Financial Officer's report	22-25
• Quantity of products or services provided	Creating value from operations, projects and technology	38-49
	Statement of Mineral Resources and Mineral Reserves – a summary	50-61
	Superior value for the workforce	63
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G4-10:	How we create value	8
a. Report the total number of employees by employment contract and gender	Key features – four-year review	12-13
b. Report the total number of permanent employees by employment type and gender	Superior value for the workforce	63-65
c. Report the total workforce by employees and supervised workers and by gender		
d. Report the total workforce by region and gender		
e. Report whether a substantial portion of the organisation's work is performed by workers who are legally recognised as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors		
f. Report any significant variations in employment numbers		
G4-11: Report the percentage of total employees covered by collective bargaining agreements	Superior value for the workforce	65
G4-12: Describe the organisation's supply chain	Vision and strategy	7
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	Superior value for the workforce	70
	Social upliftment and community development	84 and 86-87
	Minimising the environmental impact	91-92
	Corporate governance	104

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ORGANISATIONAL PROFILE continued		
<p>G4-13: Report any significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain, including:</p> <ul style="list-style-type: none"> • Changes in the location of, or changes in, operations, including facility openings, closings, and expansions • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private-sector organisations) • Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination 	About Sibanye's reports	3
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	Perspective from the Chair	14-17
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	Corporate governance	100
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<p>G4-15: List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses</p>	About Sibanye's reports	3
	Group profile	4
	How we create value	9
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	Statement of Mineral Resources and Mineral Reserves – a summary	50, 52-53, 55-56, 58 and 61
	Superior value for the workforce	67 and 70
	Health and safety focus	78-80
	Social upliftment and community development	82-87
	Minimising the environmental impact	88, 94 and 96
	Corporate governance	99-100 and 104-105
Statement of assurance	117-119	
Forward-looking statements	123	
<p>G4-16: List memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation:</p> <ul style="list-style-type: none"> • Holds a position on the governance body • Participates in projects or committees • Provides substantive funding beyond routine membership dues • Views membership as strategic 	Group profile	4
	Perspective from the Chair	16
	Chief Executive's review	18 and 20-21
	Material risks and opportunities	33 and 35-36
	Creating value from operations, projects and technology	48
	Superior value for the workforce	65 and 70
	Health and safety focus	79-81
	Social upliftment and community development	83-87
	Minimising the environmental impact	89-90 and 92
	Corporate governance	100

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IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17:	About Sibanye's reports	3
a. List all entities included in the organisation's consolidated financial statements or equivalent documents	Group profile	4
	Key features – four-year review	10-13
	Chief Executive's review	19-20
b. Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report	Chief Financial Officer's report	22-25
	Creating value from operations, projects and technology	40-42
	Statement of Mineral Resources and Mineral Reserves – a summary	50
	Superior value for the workforce	70
G4-18:	About Sibanye's reports	2-3
a. Explain the process for defining the report content and the Aspect Boundaries	Vision and strategy	7
	How we create value	8-9
b. Explain how the organisation has implemented the Reporting Principles for Defining Report Content	Material risks and opportunities	26-37
	Creating value from operations, projects and technology	39
	Corporate governance	99 and 105
	Statement of assurance	117-119
G4-19: List all the material Aspects identified in the process for defining report content	About Sibanye's reports	2-3
	Material risks and opportunities	26-37
	Statement of assurance	117-119
G4-20: For each material Aspect, report the Aspect Boundary within the organisation, as follows:	About Sibanye's reports	2-3
• Report whether the Aspect is material within the organisation	Material risks and opportunities	26-37
• If the Aspect is not material for all entities within the organisation (as described in G4-17), select one of the following two approaches and report either:	Statement of assurance	117-119
– The list of entities or groups of entities included in G4-17 for which the Aspect is not material or		
– The list of entities or groups of entities included in G4-17 for which the Aspects is material		
• Report any specific limitation regarding the Aspect Boundary within the organisation		
G4-21: For each material Aspect, report the Aspect Boundary outside the organisation as follows:	About Sibanye's reports	2-3
• Report whether the Aspect is material outside of the organisation	Material risks and opportunities	26-37
• If the Aspect is material outside of the organisation, identify the entities, groups of entities or elements for which the Aspect is material, and describe the geographical location where the Aspect is material for the entities identified	Statement of assurance	117-119
• Report any specific limitation regarding the Aspect Boundary outside the organisation		
G4-22: Report the effect of any restatements of information provided in previous reports and the reasons for such restatements	About Sibanye's reports	3

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IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES <small>continued</small>		
G4-23: Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	About Sibanye's reports	2-3
	How we create value	8
	Material risks and opportunities	26-37
	Creating value from operations, projects and technology	39
	Corporate governance	99 and 105
	Statement of assurance	118-119
STAKEHOLDER ENGAGEMENT		
G4-24: Provide a list of stakeholder groups engaged by the organisation	Vision and strategy	7
	Chief Executive's review	21
	Material risks and opportunities	34-36
G4-25: Report the basis for identification and selection of stakeholders with whom to engage	How we create value	8
	Perspective from the Chair	16
	Chief Executive's review	18 and 21
	Material risks and opportunities	26-27 and 29-36
	Creating value from operations, projects and technology	38
	Superior value for the workforce	62 and 68-70
	Social upliftment and community development	82-85
	Corporate governance	101
G4-26: Report 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	How we create value	8
	Perspective from the Chair	16
	Chief Executive's review	18 and 21
	Material risks and opportunities	26-27 and 29-36
	Creating value from operations, projects and technology	38
	Superior value for the workforce	62 and 68-70
	Social upliftment and community development	82-85
	Corporate governance	101
G4-27: Report key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting, and report the stakeholder groups that raised each of the key topics and concerns	Material risks and opportunities	34-36
REPORT PROFILE		
G4-28: Reporting period (such as fiscal or calendar year) for information provided	About Sibanye's reports	2
G4-29: Date of most recent previous report	About Sibanye's reports	2
G4-30: Reporting cycle (such as annual, biennial)	Throughout the report	
G4-31: Provide the contact point for questions regarding the report or its contents	About Sibanye's reports	3
G4-32: a. Report the "in accordance" option the organisation has chosen b. Report the GRI Content Index for the chosen option c. Report the reference to the External Assurance Report	Reporting in line with GRI	
	Statement of assurance	117-119

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REPORT PROFILE continued		
G4-33:	About Sibanye's reports	3
a. Report the organisation's policy and current practice with regard to seeking external assurance for the report	Key features – four-year review	13
b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided	Minimising the environmental impact	97
c. Report the relationship between the organisation and the assurance providers	Statement of assurance	117-119
d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organisation's sustainability report		
GOVERNANCE		
G4-34: Report the governance structure of the organisation, including committees of the highest governance body, and identify any committees responsible for decision-making on economic, environmental and social impacts	Corporate governance	99-105
	Board and Executive Committee	106-108
G4-51:	Remuneration report	109-116
a. Report the remuneration policies for the highest governance body and senior executives for the following types of remuneration:		
• Fixed pay and variable pay:		
– Performance-based pay		
– Equity-based pay		
– Bonuses		
– Deferred or vested shares		
• Sign-on bonuses or recruitment incentive payments		
• Termination payments		
• Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees		
b. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives		
G4-52: Report the process for determining remuneration, whether remuneration consultants are involved in determining remuneration and whether they are independent of management, and report any other relationships which the remuneration consultants have with the organisation	Remuneration report	109-116

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ETHICS AND INTEGRITY

G4-56: Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	About Sibanye's reports	3
	Group profile	4
	Vision and strategy	7
	Key features – four-year review	13
	Chief Executive's review	19 and 21
	Material risks and opportunities	28 and 37
	Superior value for the workforce	62 and 70
	Health and safety focus	71, 74 and 76
	Social upliftment and community development	82-83
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Corporate governance	99-101 and 104-105	

SPECIFIC STANDARD DISCLOSURES

		Pages in the Sibanye Integrated Annual Report 2016
MATERIAL ASPECTS		
DISCLOSURES ON MANAGEMENT APPROACH (DMA) AND INDICATORS		
Category: ECONOMIC		
Aspect: ECONOMIC PERFORMANCE		
G4-EC1: Direct economic value generated and distributed	Vision and strategy	7
	How we create value	8-9
	Key features – four-year review	10-13
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	Remuneration report	109-116
G4-EC2: Financial implications and other risks and opportunities for the organisation's activities due to climate change	Key features – four-year review	13
	Material risks and opportunities	35
	Minimising the environmental impact	88-98
G4-EC3: Coverage of the organisation's defined benefit plan obligations	Group profile	4
	Material risks and opportunities	35
	Superior value for the workforce	66, 68-70
	Health and safety focus	76-77 and 81
	Social upliftment and community development	87
	Remuneration report	109-116
	Shareholder information	120-121

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Aspect: ECONOMIC PERFORMANCE continued		
G4-EC4:	Creating value from operations, projects and technology	48
a. Report the total monetary value of financial assistance received by the organisation from governments during the reporting period, including, as a minimum:	Superior value for the workforce	67
<ul style="list-style-type: none"> • Tax relief and tax credits • Subsidies • Investment grants, research and development grants, and other relevant types of grants • Awards • Royalty holidays • Financial assistance from Export Credit Agencies (ECAs) • Financial incentives • Other financial benefits received or receivable from any government for any operation 	Social upliftment and community development	87
b. Report the information above by country.	Minimising the environmental impact	89 and 91-92
c. Report whether, and the extent to which, the government is present in the shareholding structure.	Shareholder information	120 and 122
Aspect: MARKET PRESENCE		
G4-EC5: Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	Perspective from the Chair	15
	Chief Financial Officer's report	23
	Superior value for the workforce	66
G4-EC6: Proportion of senior management hired from the local community at significant locations of operation	Key features – four-year review	12
	Superior value for the workforce	64-65 and 68-69
Aspect: INDIRECT ECONOMIC IMPACTS		
G4-EC7: Development and impact of infrastructure investments and services supported	Vision and strategy	7
	Health and safety focus	76
	Social upliftment and community development	82-87
G4-EC8: Significant indirect economic impacts, including the extent of impacts	Vision and strategy	7
	Superior value for the workforce	62-70
	Health and safety focus	76-81
	Social upliftment and community development	82-87
	Minimising the environmental impact	88-98
Aspect: PROCUREMENT PRACTICES		
G4-EC9: Proportion of spending on local suppliers at significant locations of operation	Vision and strategy	7
	How we create value	9
	Key features – four-year review	13
	Chief Executive's review	21
	Material risks and opportunities	34 and 36
	Superior value for the workforce	70
	Social upliftment and community development	84 and 86

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Category: ENVIRONMENTAL		
Aspect: MATERIALS		
G4-EN1: Materials used by weight or volume	Minimising the environmental impact	96
G4-EN2: Percentage of materials used that are recycled input materials	Minimising the environmental impact	91
Aspect: ENERGY		
G4-EN3: Energy consumption within the organisation	Creating value from operations, projects and technology	48
	Minimising the environmental impact	93-95
G4-EN4: Energy consumption outside of the organisation	Creating value from operations, projects and technology	48
a. Report energy consumed outside of the organisation, in joules or multiples.	Minimising the environmental impact	93-95
b. Report standards, methodologies, and assumptions used.		
c. Report the source of the conversion factors used.		
G4-EN5: Energy intensity	Minimising the environmental impact	94
G4-EN6: Reduction of energy consumption	Creating value from operations, projects and technology	48
	Minimising the environmental impact	93-95
G4-EN7: Reductions in energy requirements of products and services	Creating value from operations, projects and technology	48
a. Report the reductions in the energy requirements of sold products and services achieved during the reporting period, in joules or multiples.	Minimising the environmental impact	93-95
b. Report the basis for calculating reductions in energy consumption such as base year or baseline, and the rationale for choosing it.		
c. Report standards, methodologies, and assumptions used.		
Aspect: WATER		
G4-EN8: Total water withdrawal by source	How we create value	9
	Key features – four-year review	12
	Minimising the environmental impact	88-90
G4-EN9: Water sources significantly affected by withdrawal of water	Minimising the environmental impact	88-90
G4-EN10: Percentage and total volume of water recycled and reused	Key features – four-year review	13
	Minimising the environmental impact	88
Aspect: BIODIVERSITY		
MM1: Amount of land (owned or leased, and managed for production activities or extractive use) disturbed or rehabilitated	Minimising the environmental impact	96-98
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	Minimising the environmental impact	96-98

REPORTING IN LINE WITH GRI CONTINUED

Aspect: BIODIVERSITY continued

<p>G4-EN11: Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas</p> <p>a. Report the following information for each operational site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas:</p> <ul style="list-style-type: none"> • Geographic location • Subsurface and underground land that may be owned, leased, or managed by the organisation • Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas • Type of operation (office, manufacturing or production or extractive) • Size of operational site in km² • Biodiversity value characterised by: <ul style="list-style-type: none"> – The attribute of the protected area or high biodiversity value area outside the protected area (terrestrial, freshwater, or maritime ecosystem) – Listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation) 	<p>Minimising the environmental impact</p>	<p>96-97</p>
<p>G4-EN12: Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas</p> <p>a. Report the 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"> • Construction or use of manufacturing plants, mines and transport infrastructure • Pollution (introduction of substances that do not naturally occur in the habitat from point and non-point sources) • Introduction of invasive species, pests, and pathogens • Reduction of species • Habitat conversion • Changes in ecological processes outside the natural range of variation (such as salinity or changes in groundwater level) <p>b. Report significant direct and indirect positive and negative impacts with reference to the following:</p> <ul style="list-style-type: none"> • Species affected • Extent of areas impacted • Duration of impacts • Reversibility or irreversibility of the impacts 	<p>Minimising the environmental impact</p>	<p>96-97</p>

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Aspect: BIODIVERSITY continued		
G4-EN13: Habitats protected or restored	Minimising the environmental impact	96-97
<p>a. Report the size and location of all habitat protected areas or restored areas, and whether the success of the restoration measure was or is approved by independent external professionals.</p> <p>b. Report whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organisation has overseen and implemented restoration or protection measures.</p> <p>c. Report on the status of each area based on its condition at the close of the reporting period.</p> <p>d. Report standards, methodologies, and assumptions used.</p>		
G4-EN14: Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Minimising the environmental impact	96-97
Aspect: EMISSIONS		
G4-EN15: Direct greenhouse gas (GHG) emissions (Scope 1)	Key features – four-year review	12-13
	Minimising the environmental impact	93
G4-EN16: Energy indirect GHG emissions (Scope 2)	Key features – four-year review	12-13
	Minimising the environmental impact	93
G4-EN17: Other indirect GHG emissions (Scope 3)	Key features – four-year review	12-13
	Minimising the environmental impact	93
G4-EN18: GHG emissions intensity	Key features – four-year review	12
	Minimising the environmental impact	93
G4-EN19: Reduction of GHG emissions	Minimising the environmental impact	91-92
G4-EN21: NO _x , SO _x , and other significant air emissions	Minimising the environmental impact	94
Aspect: EFFLUENTS AND WASTE		
G4-EN22: Total water discharge by quality and destination	Minimising the environmental impact	88-90
G4-EN24: Total number and volume of significant spills	Minimising the environmental impact	90
MM3: Total amounts of overburden, rock, tailings, and sludges and their associated risks	Minimising the environmental impact	90-91
Category: SOCIAL – LABOUR PRACTICES AND DECENT WORK		
Aspect: EMPLOYMENT		
G4-LA1: Total number and rates of new employee hires and employee turnover by age group, gender and region	Superior value for the workforce	63-64
G4-LA2: Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Group profile	4
	Superior value for the workforce	62-70
	Health and safety focus	76-81
	Shareholder information	120
Aspect: OCCUPATIONAL HEALTH AND SAFETY		
G4-LA5: Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes	Health and safety focus	71

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Aspect: OCCUPATIONAL HEALTH AND SAFETY continued		
G4-LA6: Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	How we create value	9
	Key features – four-year review	12-13
	Chief Executive's review	19
	Superior value for the workforce	62
	Health and safety focus	72-73, 76 and 78-81
G4-LA7: Workers with high incidence or high risk of diseases related to their occupation	Health and safety focus	78-81
Aspect: TRAINING AND EDUCATION		
G4-LA9: Average hours of training per year per employee by gender, and by employee category	How we create value	9
	Superior value for the workforce	68
G4-LA10: Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Superior value for the workforce	67-68
	Social upliftment and community development	85
G4-LA11: Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Superior value for the workforce	69
	Corporate governance	100
Aspect: DIVERSITY AND EQUAL OPPORTUNITY		
G4-LA12: Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Group profile	4
	Superior value for the workforce	63-65 and 69-70
	Corporate governance	99-100
	Board and Executive Committee	106-108
	Remuneration report	109
Category: SOCIAL – HUMAN RIGHTS		
Aspect: INVESTMENT		
G4-HR2: Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Superior value for the workforce	66
Aspect: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
G4-HR4: Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	Perspective from the Chair	16
	Chief Executive's review	20-21
	Material risks and opportunities	32-33 and 35
	Superior value for the workforce	62, 64-65 and 70
Aspect: CHILD LABOUR		
G4-HR5: Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	Superior value for the workforce	66
Aspect: FORCED OR COMPULSORY LABOUR		
G4-HR6: Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	Superior value for the workforce	66
Aspect: SECURITY PRACTICES		
G4-HR7: Percentage of security personnel trained in the organisation's human rights policies or procedures that are relevant to operations	Superior value for the workforce	66

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Category: SOCIAL – SOCIETY		
Aspect: LOCAL COMMUNITIES		
G4-S01: Percentage of operations with implemented local community engagement, impact assessments, and development programmes	Material risks and opportunities	35
	Superior value for the workforce	62 and 64
	Social upliftment and community development	83-84
G4-S02: Operations with significant actual and potential negative impacts on local communities	Material risks and opportunities	30, 33 and 35-36
	Social upliftment and community development	82
Aspect: ANTI-CORRUPTION		
G4-S03: Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Material risks and opportunities	37
	Corporate governance	99-100 and 105
G4-S04: Communication and training on anti-corruption policies and procedures	Material risks and opportunities	37
	Corporate governance	99-100 and 105
G4-S05: Confirmed incidents of corruption and actions taken	Material risks and opportunities	37
	Corporate governance	99-100 and 105
Aspect: COMPLIANCE		
G4-S08: Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Creating value from operations, projects and technology	39
	Health and safety focus	75
Aspect: ARTISANAL AND SMALL SCALE MINING		
MM8: Number (and percentage) of company operating sites where artisanal and small-scale mining takes place on, or adjacent to, the site; the associated risks and the actions taken to manage and mitigate these risks	Material risks and opportunities	27, 29 and 34-36
Aspect: CLOSURE PLANNING		
MM10: Number and percentage of operations with closure plans	Social upliftment and community development	82 and 87
	Minimising the environmental impact	89 and 97-98