

The new Northam: continuing to create value for all stakeholders

Sustainability report
2021

We believe in the positive impact of mining

Mining that benefits our employees, our communities, the environment and our investors.

Our strategy is underpinned by our beliefs:

Mining is important
in providing significant economic contribution

PGMs are important
for a cleaner, greener world

Our country is precious
and is our home

Our people are special
and they drive our success

Our company is growing
and we continue to create value

These five strategic focus areas drive activities in our value-creating business model and support our mission to be the reliable PGM producer of choice. It is enabled by our qualities and executed through our behaviours.

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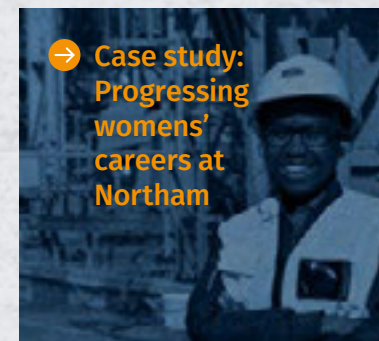
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Bringing primary health care to 5 000 people – the Booyse dal Kiwi clinic



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Our reporting suite

This is our first stand-alone sustainability report and reflects our commitment to sustainability and increasing stakeholder interest in this area. It complements our annual integrated report 2021 and the other online documents in our reporting suite. This report covers financial year 2021 and presents our sustainability performance and data from 1 July 2020 to 30 June 2021. This report has been prepared in accordance with the Core requirements of Global Reporting Initiative (GRI) Standards and the GRI index can be found on page 112.

 The full reporting suite can be accessed at www.northam.co.za



Navigation icons

We use the capitals concept to convey quantitative and qualitative information. The degree and nature of the impact that our material issues have upon our business and the various capitals have also been considered throughout the report.

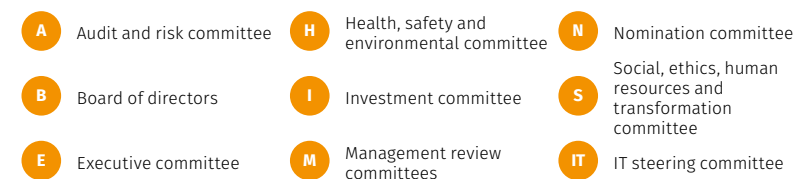
Capitals



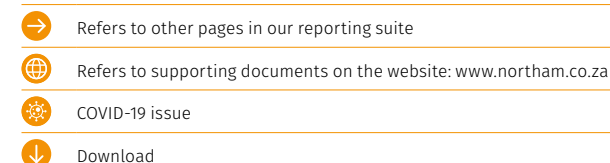
Stakeholders



Board and committees

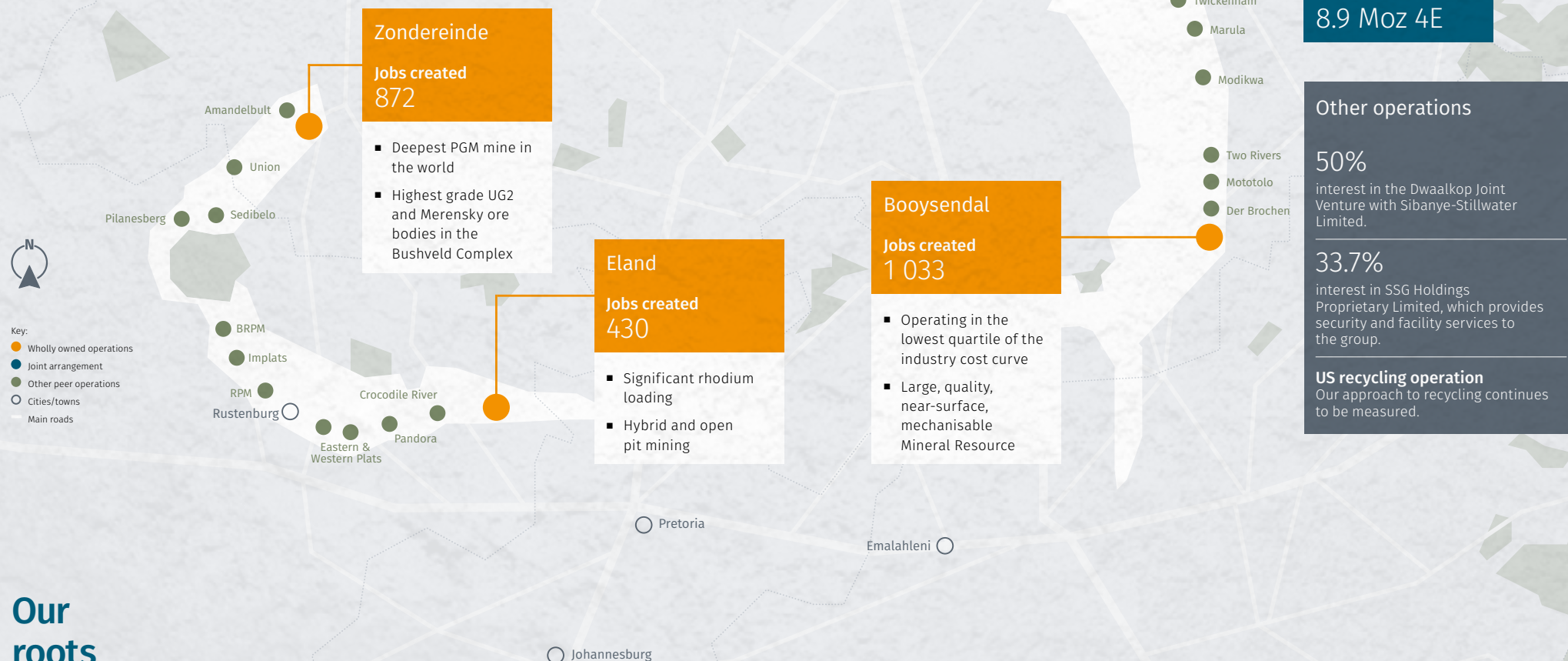


Links



Our growing operations

We are an independent, fully empowered, integrated PGM producer.
We wholly own our operating mines and recycling operation.
Our medium-term target remains at 1 Moz 4E per annum.



Our roots

Click circles to find out more

CEO welcome

Welcome to our new sustainability report for the year ended 30 June 2021. In a departure from last year's reporting suite, we have produced a stand-alone sustainability report this year. This reflects our ongoing commitment to the ESG agenda and growing interest in this area from a wide range of Northam stakeholders.

This report complements our Annual integrated report, providing a more detailed account of our progress and performance in four main areas: health, safety and wellness; our people; our communities; and our environment.

Despite the challenges of COVID-19, which continues to have an impact on our business and society more generally, I am pleased with our continuing progress with sustainability reporting.

I must start my introduction, however, on a low note. Tragically, we suffered two fatalities in separate underground incidents at our Zondereinde mine during March 2021. I wish to express my sincere condolences to the family, friends and colleagues of the deceased, Mr Motaung and Mr Guambe. We have conducted thorough investigations into these incidents and learnings have been shared throughout the business. These incidents show how we must maintain 100% focus on the safety and health of everyone associated with Northam's operations. Always.



Introduction > CEO welcome

We however would like to acknowledge the other achievements in the area of health, safety and wellness. Just a month earlier, Zondereinde had achieved two million fatality free shifts and during the same period Booyssendal mine surpassed six million fatality free shifts since its inception in 2010. Our reportable injury rate and lost time injury rate are down 85% and 46% respectively in the last five years. In the area of employee health, we have exceeded the UNAIDS 90-90-90 target at Zondereinde, which requires more than 90% of employees to know their HIV status, 90% of these to be on HIV treatment, and more than 90% to be virally suppressed.

We are particularly proud to have created 2 335 new jobs within Northam during the financial year. We know our growth strategy will deliver significant economic benefits in the next five years, but against a COVID-impacted backdrop with record levels of unemployment in South Africa, these jobs become particularly meaningful. They will deliver a real boost for the economies and communities where we operate.

In the area of environmental protection, climate change continues to dominate. While our operations continue to implement best practices in preserving biodiversity, water use and recycling, waste, air emissions and tailings management, we have made significant progress in formulating our response to the threat of climate change.

In addition to a new energy policy that targets enhanced efficiency and a growing share of renewable energy, we set targets to reduce greenhouse gas emissions by 27% and carbon intensity by 60% by 2030 measured against a 2019 baseline.

We also approved and broke ground on the construction of a 10MW photovoltaic solar plant at Zondereinde to supplement the electricity supply to the smelter facility.

The communities across our three operations are highly varied and it is almost impossible to express the diversity of our interaction and input to them in a short introduction. Our approach continues to be based on close engagement. A financial figure is a poor substitute for the detail, but during the year we spent R928.5 million on community development projects, our community trusts, and local supplier procurement and development. A particular highlight for me was the opening of the Kiwi Clinic, supported by the Booyssendal community trust, which brings primary healthcare services to an underserved population of 5 000 people close to our Booyssendal mine.

I invite you to explore in more detail these and some other aspects of our sustainability performance in this report.

Finally, I would like to take the opportunity to thank all Northam employees who have worked extremely hard keep our business on track under the challenging circumstances presented by COVID-19.

Paul Dunne
Chief executive officer



Sustainability highlights

Health, safety and wellness

Northam recorded an 87% recovery rate as a result of our agile response to COVID-19.

Treatment success rate for tuberculosis showed an improvement of 86.8% year-on-year.

[More information](#)

A particular highlight was at Booyseindal where we surpassed six million fatality free shifts in February 2021.

The group spent a total of R132 million^{1A} on learning and development initiatives of which R53 million was on learning and development for community members.

[More information](#)

Our people

Northam created 2 335 new, meaningful and sustainable jobs.

[More information](#)

Our communities

The construction, equipping, staffing and opening of Booyseindal Kiwi clinic that will serve a total population of approximately 5 000 people, all of them within a radius of 20km of the Booyseindal mine.

[More information](#)

Zondereinde operations five-year Social and Labour Plan for F2021 to F2025 has been approved by the DMRE.

[More information](#)

In March 2021 the regulator granted the smelter facility a five year exemption to implement the SO₂ emission offset plan.

Our environment

HSE committee approval of a new policy and targets for reducing greenhouse gas (GHG) emissions and implementation of the findings of the Task Force for Climate-related Financial Disclosure (TCFD) reporting requirements review.

[More information](#)

How we manage sustainability

At Northam, our purpose establishes our belief in the positive impact of mining – mining that works for our employees, communities, the environment and our stakeholders.

We see sustainability as a clear enabler of this purpose. It supports how we deliver value to stakeholders by creating growth, transforming lives and protecting our future.

We approach sustainability with a clear focus on minimising negative environmental impacts and maximising our positive contribution to the future of our people, our communities and our country.



Our sustainability framework

Our approach to sustainability is organised into four main pillars, reflecting where we believe we can have the greatest impact on enhancing Northam's sustainability performance. In addition to these four focus areas we also consider wider sustainability elements such as the



Health, safety and wellness

We cannot realise the positive impact of mining without achieving world-class standards for managing the safety and health of our employees. The safety and health of Northam employees is of paramount importance and takes precedence over all other production objectives.

[More information](#)



Our people

One of the best ways we can highlight our belief in the positive impact of mining is through our people. We believe that Northam can make a real difference to the lives of our employees and, by employing locally, to our host communities.

[More information](#)



Our communities

Local communities are a key stakeholder and we aim to create value for our communities in the South African provinces of Limpopo, Mpumalanga, and North-West, widely sharing the benefits of our mining activities by focussing on identified community needs.

[More information](#)



Our environment

Minimising the environmental impact of our operations means continually improving our environmental management approach and business systems. We do this with thorough planning, responsible mining and a goal of exceptional operational management and monitoring.

[More information](#)



Governance

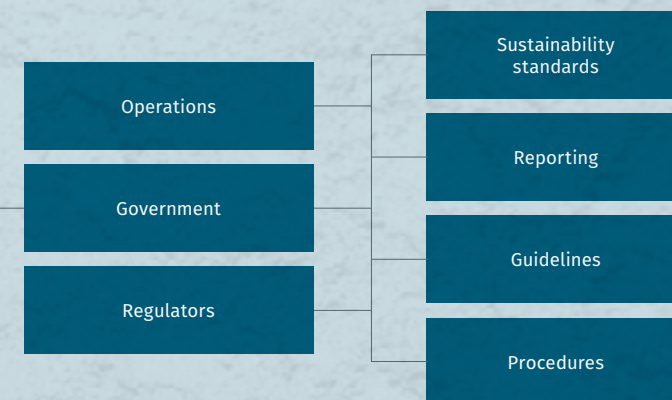
Sustainability management

Sustainability is integrated throughout our group operating model, which defines how we run Northam and how our corporate centre, group services and operations work and interact with each other.

It also outlines the roles and responsibilities of our executive committee, which includes our Executive: Sustainability and Executive: Human resources.

Executive: Sustainability

Responsibilities include engaging with operations, government and regulators focussed on environmental and social requirements, as well as community development. The role also includes supporting the integration of sustainability standards, reporting, guidelines and procedures in the areas of environment, socio-economic development and communities.



Executive: Human resources

Responsible for developing and reinforcing Northam's organisational culture and ensuring efficient management and development of our employees through HR standards, guidelines and procedures. Particular areas of focus include recruitment, employee wellness, workforce planning, performance management and internal and external engagement on employee matters, including with government entities and our recognised unions.



➔ See page 28 of our
Annual integrated report 2021

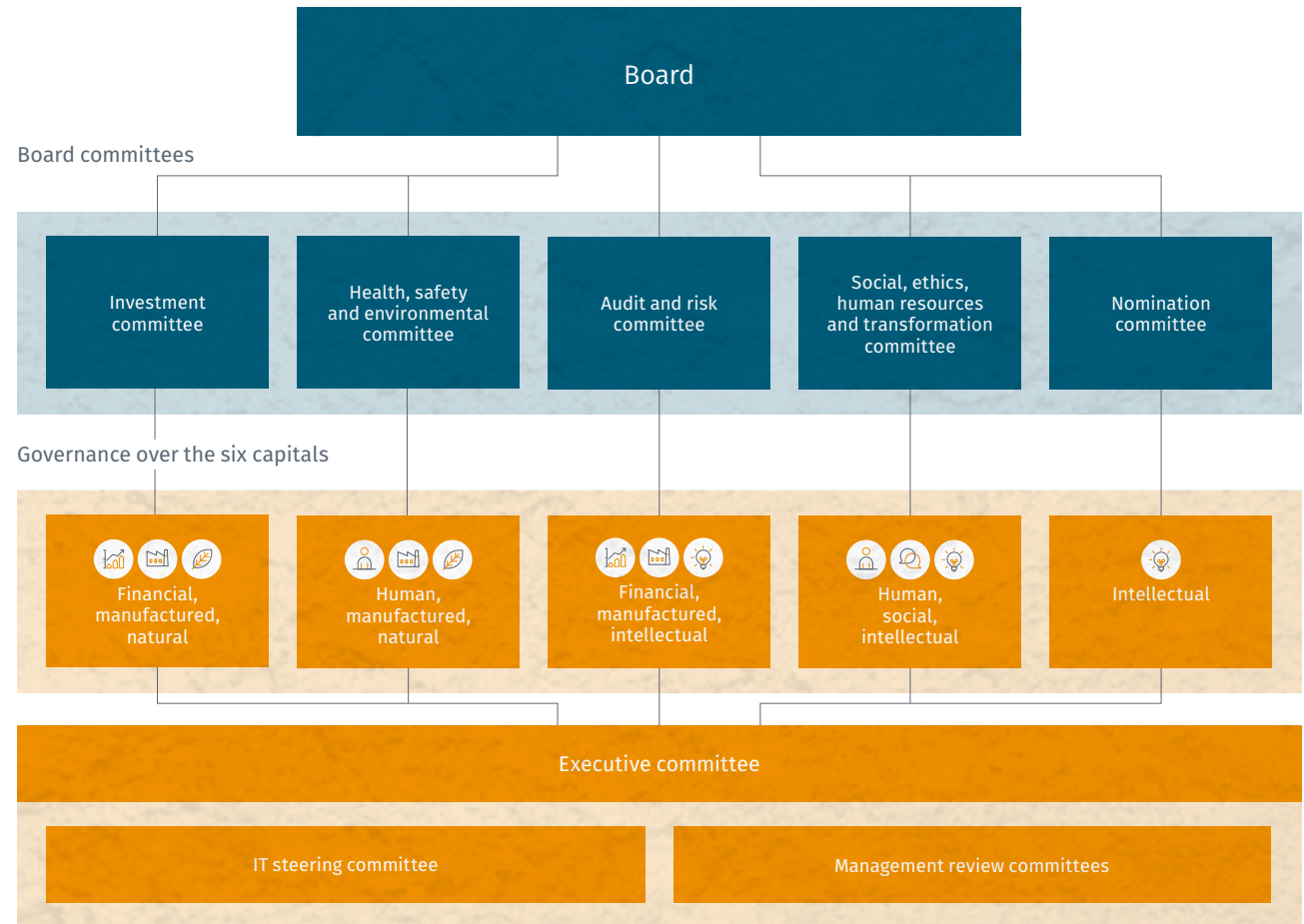
How we govern sustainability at Northam

Sustainability is also embedded in our governance structures – from the board of directors down – to ensure appropriate oversight of sustainability performance.

At the highest level, the mandate of Northam's board of directors is set out by our board charter. Within this charter, 'Responsible Corporate Citizenship' is one of seven key responsibilities of the board.

The board has five committees and sustainability issues are the responsibility of two of these – the health, safety and environmental committee and the social, ethics, human resources and transformation committee.

Group governance framework



Compliance and control functions

Northam's group governance framework (GGF) applies to all employees and directors of the group. The GGF enhances the organisational understanding of ethics and promotes the desired governance culture.

➔ See pages 6 and 13 of our
Corporate governance report 2021

Health, safety and environmental committee

The health, safety and environmental committee assists the board with the oversight of the group's health, safety and environmental matters, ensuring the health and safety of all our employees, as well as the management of the environment.



➔ Full details of the health, safety and environmental committee

Social, ethics, human resources and transformation committee

The social, ethics, human resources and transformation committee assists the board with the oversight of the group's social, ethics, human resources, stakeholder relations, sustainable development and transformation matters, ensuring that Northam is and remains a committed socially responsible corporate citizen.

This includes monitoring the group's standing in terms of the ten United Nations Global Compact principles and its performance against the prevailing Mining Charter and Social and Labour Plan targets.

The mandate of the committee is set out in the social, ethics, human resources and transformation committee charter.



United Nations
Global Compact



Aligning with the Sustainable Development Goals

We take into account the UN Sustainable Development Goals (SDGs) when we consider our approach to sustainability. We have aligned our activities and spending to contribute to the SDGs in the following ways.



1 NO POVERTY

Job creation, creating opportunities for local businesses, practical training for unemployed people to take up opportunities. Training of unskilled people from local communities to prepare them for job opportunities.



3 GOOD HEALTH AND WELL-BEING

Focussing on keeping employees and contractors working at our operations safe and well (zero harm).

Investing in hospital and health clinic infrastructure and medical equipment in communities where we operate. Running special programmes that focus on HIV/AIDS, tuberculosis, improving road and water infrastructure projects, and mitigating impacts of air pollution.



4 QUALITY EDUCATION

Investment in early childhood development, care and pre-primary education; increasing literacy and numeracy levels by offering adult education and training to communities and our employees; building of schools that are child, gender and disability sensitive; contribution to improving teachers' development; investing in IT facilities for schools; offering technical, college and university bursaries.



8 DECENT WORK AND ECONOMIC GROWTH

We comply with labour rights based on ILO labour standards, create opportunities for unemployed youth by providing experiential and novice training, and enforce decent equal pay for equal jobs. The mining industry is one of the biggest contributors to GDP in South Africa.



11 SUSTAINABLE CITIES AND COMMUNITIES

Northam home ownership programme builds decent houses that are purchased by employees at cost and with financial support from the company. These homes are built in integrated communities where there is transport infrastructure. They are also within reach of social and educational facilities. We also provide rental units to discourage employees from living in slums or informal settlements.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Proper planning is key to Northam projects and we ensure that our physical mining footprint is minimized with as little environmental disturbance as possible. Waste that results from mining or refining activities is minimized through recycling.



15 LIFE ON LAND

We have established the Buttonshope Trust to protect, restore and promote responsible use of land and biodiversity management. This Trust is fully funded by Northam. Management action plans are in place and were developed with input from independent specialists, Mpumalanga Tourism Parks Agency and the National Department of Environment Affairs.

Stakeholder engagement and material issues

As a responsible corporate citizen, we understand that we operate within a multifaceted economic, legislative and social environment. We therefore engage with all our stakeholders to understand and respond to their concerns, needs and opinions in order to ensure that our ongoing operations are sustainable and mutually beneficial.

Our stakeholders, together with the relationships we share with them are summarised opposite:

Investors and providers of funding



Regular updates on capital deployment, progress on growth strategy and operational performance improve investor confidence

[More information](#)

Unions



Robust and mature relationships with organised labour contribute to broader employee engagement

[More information](#)

Employees



Employee buy-in is key to a safe, healthy and productive working environment

[More information](#)

Customers



We have long-standing associations and relationships with our customer base to whom we remain a reliable supplier

[More information](#)

Communities



Working with local communities strengthens our ability to deliver social upliftment

[More information](#)

Industry associations



We contribute to and actively participate in various industry associations to promote the industry

[More information](#)

Government and regulatory authorities



Operating within the legislative framework set by government is a business imperative

[More information](#)

Suppliers of goods and services



Inclusivity, transformation and transparency underpin our procurement approach

[More information](#)

Our sustainability approach > **Stakeholder engagement and material issues****Investors and providers of funding****Why we engage**

Equity and debt investors provide the financial capital that has enabled and will continue to enable the ongoing development of our growth strategy.

Mining is a capital intensive business with relatively long time horizons to achieving financial returns and it carries a commensurate risk profile. Investors therefore need to place significant trust in management to deliver appropriate returns.

Shareholders are traditionally the last in line to earn any returns. We understand this and have therefore structured our strategy to include returning value to shareholders at the first appropriate opportunity. During the financial year this has manifested, firstly, through our purchase of Zambezi Platinum (RF) Limited (Zambezi) preference shares and subsequently, through the early maturation of the Zambezi structure, with its inherent buy-back of 28.9% of Northam's shares in issue.

Understanding and responding to the concerns and views of our investors is critical, as is appraising them of how capital is deployed, how our growth strategy is evolving and how the operations are performing.

How we engage

- Statutory reporting through interim and annual reports
- Stock exchange news service (SENS) announcements
- Annual General Meetings (AGMs)
- Investor roadshows, conferences and site visits

Interactions during the year

Key issues raised	Our response
Disciplined capital allocation and value return to shareholders	The long term success of the business depends on achieving an optimal balance between growth (both acquisitive and organic), sustainable operations and returning value to the providers of capital. Management carefully considers the appropriate allocation of capital in these areas to achieve the group's strategic objectives. Over the past few years, we have returned value through the purchase of the Zambezi preference shares, as the Northam board deemed this to be the most efficient and beneficial method of doing so. Very recently, we have returned value through the early maturation of the Zambezi BEE Transaction, which included a 28.9% buy-back of Northam ordinary shares.
Potential value leakage or dilution in the event that Northam is required to execute the guarantee for redemption of Zambezi preference shares	The early maturation of the Zambezi BEE Transaction removed any associated maturation risk, including the Northam guarantee for redemption of Zambezi preference shares.
Progress on growth strategy	The group has a large, modular capital expansion programme to secure its future through the creation of long-life, low-cost operations. During the period of market uncertainty following the onset of COVID-19, we trimmed this programme as part of a liquidity management initiative. The structure of our programme allowed us to do this without significantly compromising current cost benefits or future optionality. Following greater market certainty at the start of the financial year, we restarted all suspended projects. Subsequent strong performance from project teams has led to most incurred schedule delays being caught up. Successful project execution remains key to creating a sustainable business for the long-term benefit of all our stakeholders.
Market demand certainty	We have developed long-standing, robust relationships with our customers. This gives us strong demand side intelligence, which informs our outlook and strategic planning.
Ongoing disclosure of pertinent technical and financial information	We have expanded our interim, as well as our annual financial and operational reporting, to a level that has sufficient detail for investment decisions and demonstrates a consistent, comparable approach.
Risk mitigation measures	Our risk identification and mitigation processes have been strengthened over the past five years. → See the managing risks and opportunities section in our Annual integrated report 2021.
Remuneration policy, particularly the need for performance criteria to be included in executive retention schemes	We have adjusted our remuneration policy to cater for the concerns expressed by our shareholders. → Refer to our Remuneration report 2021 for details.

Our sustainability approach > Stakeholder engagement and material issues



Employees

Why we engage

People make our business. Our employees provide human and intellectual capital by contributing their skills, abilities and knowledge to the economic processes of the company, thereby creating value.

Mining in South Africa is particularly labour intensive. The buy-in of employees to the business imperatives of a safe, healthy and productive working environment is critical.

How we engage

- Regular management interaction and clear communication structures
- Information is disseminated through our training interventions, internal newsletters and communiques, as well as through the various representative union bodies
- Concerns are addressed through employee representative forums
- During the financial year, employees were shareholders in the company through the Northam Employee Trust, which holds 3% of the Northam group. The Extended Empowerment Transaction, once enacted, will increase their participation

Interactions during the year

Key issues raised	Our response
Communication during the ongoing COVID-19 pandemic	Employee communication during the prevailing global COVID-19 pandemic has been paramount to safe operations. An internal COVID-19 task team was established to centrally coordinate our protocols and responses. The task team has also ensured that, at all times, employees were in the communication loop and aware of the latest company developments. The dissemination of information has been vital in coordinating the transition back to normal operations. In addition, communication with organised labour unions helped to distribute information to employees. The internal briefing system was an additional channel used by the operations' general managers. At our request, our medical services provider has supplied a vital communication and medication provision service during this time. They are in constant communication with all their members, especially those with chronic conditions. This is to ensure compliance to medication schedules and to arrange for delivery of medication where required.
Northam Employee Trust, trustee training	Following the transition from a contract mining to an owner-operator model at Booyssendal mine, employees were transferred from contractors to permanent staff. Following the transition, the Association of Mineworkers and Construction Union (AMCU), emerged as the majority-recognised union. The AMCU on-mine branch representatives were trained as trustees to participate on the employee trust.
Fair employment practices	Northam implements fair employment practices in line with the basic labour rights of the Fundamental Rights Convention of the International Labour Organization (ILO). The company's board, through the social, ethics, human resources and transformation (SEHR&T) committee, plays a vital role in monitoring this, whilst the company's code of ethics and conduct safeguards this. All employees are required to adhere to this code and we communicate this through refresher training and general communiques, for example information boards and newsletters. We further have an independent ethics and fraud hotline which is accessible to all employees.

Our sustainability approach > **Stakeholder engagement and material issues****Communities****Why we engage**

Socio-economic issues in South Africa are extreme, particularly in the areas in which we operate our mines. Small towns and rural areas are largely impoverished, with weak local government structures resulting in failing basic services and a general lack of economic opportunities. This has led to unemployment, particularly amongst the youth, which has in turn resulted in communities expressing their frustrations through protest and other civil action.

Our operations are significant centres of economic activity within these areas. Our employees reside in these communities and we procure contracted services from these communities. In addition, we invest significantly in local economic development (LED) programmes through our social and labour plans (SLPs), as further discussed under the Government stakeholder section.

As a result of our prominent position in the areas near our operations, we sometimes become focal points for protesting communities.

How we engage

- We make use of working forums involving local government, traditional leaders, business forums, community councils, public benefit organisations and individuals
- During the financial year, local communities, via the Zondereinde and Booyensdal community trusts, held a 5% shareholding in Northam through the Zambezi ownership structure. Quarterly trustee meetings were held in which community concerns were aired. Infrastructure, health-care and educational needs, as well as current related projects were discussed
- Participation in the Extended Empowerment Transaction will allow communities an ongoing forum for interaction with the company
- At Booyensdal, the mine leases surface freehold from the Bakoni Ba Phetla Communal Property Association. This benefits the community financially and affords them a further communication channel

Interactions during the year

Key issues raised	Our response
Expectations associated with community development projects	Potential projects are identified through existing and recognised community structures and local Integrated Development Plans (IDPs) approved by the respective local municipality. Prioritised projects are included in our SLPs, which are aligned to communities' needs.
Disputes and dissent within local coalition government, together with ageing infrastructure, hindering the development of housing projects local to Zondereinde	Ongoing engagements are held between Thabazimbi local municipality and the Zondereinde mine to identify areas of collaboration in order to pursue company sponsored housing developments.
Local procurement spend	Companies from local communities are supported through enterprise and supplier development (ESD) programmes to increase local procurement spend. For example, the inclusion of local business in the development of the Lefika housing project local to Zondereinde.
High unemployment rate in communities around our operations	Our stakeholder engagement departments have developed local recruitment mechanisms to ensure local communities are prioritised when vacancies are to be filled. In addition, there are cadetship programmes to train unemployed local people in the basic skills required by the mining industry. This is to assist them when recruitment opportunities arise, whether at our operations or with other mining companies in the region.

Our sustainability approach > **Stakeholder engagement and material issues****Government and regulatory authorities****Why we engage**

Government sets the legislative framework in which we operate, as well as providing, through state-owned enterprises (SOEs) some of the basic services required by our operations.

We operate under license at our mines. Maintaining these licenses to operate is critical to the sustainability of our business. This is dependent, in part, upon our compliance to the Mining Charter and our performance relative to our SLPs. Agreement to, as well as monitoring of, performance against SLPs is controlled by the Department of Mineral Resources and Energy (DMRE).

Our SLPs are developed internally, but in order for them to have the greatest positive impact, they are influenced by and aligned to programmes such as local municipality IDPs. SLP initiatives include programmes for water and sanitation reticulation and treatment, the electrification of villages, as well as the construction and upgrade of healthcare and educational facilities, both in areas local to the operations, as well as in labour sending areas.

These projects are advanced using contractors from these communities, which multiplies the benefits accrued. In order to align these projects with needs and surmount their many regulatory challenges, significant coordination through practical working relationships with many different government departments is required during project development and implementation.

Northam is committed to the stewardship of the environment surrounding our operations. Achieving this requires strong relationships with, amongst others, the Department of Water and Sanitation (DWS), together with various arms of local and provincial government. One example of this was the establishment of the Buttonshope Conservancy Trust in 2011, to oversee the development and ongoing management of environmental offset areas associated with the development of the Booyssendal mine. Trustees include representatives of the Mpumalanga Tourism and Parks Association (MTPA), a branch of the Mpumalanga provincial government.

How we engage

- Formal reporting and consultation with various branches of government are used, via the relevant departments. Our primary interaction on matters relating to permitting, as well as safety and health is with the DMRE, through the regional offices and the office of the principal inspector
- We engage with SOEs, such as Eskom, through the large power user customer relations executives, to manage matters such as disruption to our operations associated with periods of interrupted power supply
- Regular meetings with the trustees of the Buttonshope Conservancy Trust
- We are a member of the Lebalelo Water User Association
- Various members of management are affiliated with relevant regulatory, legislative and professional representative bodies

Interactions during the year

Key issues raised	Our response
DMRE audits of SLP performance	Detailed project plans with defined timelines are communicated to the DMRE, highlighting milestones and critical paths of the various projects that had been agreed between the company, the local municipality and the DMRE.
Community development in local municipalities	We ensure that our community development and stakeholder engagement policies and practices are aligned with those of local municipalities IDPs as far as reasonably possible.
Safe operations during the time of COVID-19	We continue to work with government to ensure safe working practices in line with Covid-19 regulations.

Our sustainability approach > **Stakeholder engagement and material issues****Unions****Why we engage**

Organised labour represents employees' interests. Northam recognises employees' rights in the workplace, notably the right to freedom of association and collective bargaining. These rights are governed by South African labour legislation and are subject to provisions contained in the substantive agreements that we have with organised labour.

Northam is committed to engaging in good faith with unions representing our employees, in order to reach agreement on matters important to both the company and our employees. Our substantive agreements prescribe that registered unions obtain organisational and bargaining rights at 15% and 33.3% representation respectively within a particular bargaining unit.

It is key to our broader employee engagement that we foster a robust and mature working relationship with the various unions that are active across our operations.

How we engage

- We interact in collaborative engagement with union branch representatives at the operational level through various working forums. We also facilitate and participate in training workshops with them to engender common understanding. We further have ad hoc interaction at regional and national levels, as and when required
- Negotiations regarding wages and working conditions are dealt with at an operational level. The unions representing the main bargaining units are the National Union of Mineworkers (NUM) at Zondereinde and Eland mines, and the AMCU at Booysendal

mine. We believe that our ongoing dialogue outside of wage negotiations has strengthened our mutual understanding and relationships. This has yielded positive results in recent times, with five year wage agreements having been settled at Zondereinde and Booysendal respectively. In addition, we believe that our relatively smooth transition from a contract mining to owner operator model at Booysendal in F2018, was in part the result of our robust and mature relationship with AMCU. We hope and expect that this spirit will continue to inform the current wage negotiation process at Eland mine

Interactions during the year

Key issues raised	Our response
Wage negotiations at Zondereinde	Wage and conditions of service demands were received at the end of the year. Negotiations related to this were successful, with, for the first time in the mine's history, a five year agreement concluded shortly after year end.
Wage negotiations at Eland	The first wage negotiations for Eland were successfully completed after year end with the current conditions of employment having been aligned to group practices. This resulted in a five year wage agreement being concluded.
Perceived inequity in opportunities and racial diversity not acknowledged	Our diversity training workshops focus on gender and racial diversity. This matter was also referred to workplace forums. Accessible dispute resolution processes are in place.
Continuing operations in an orderly and safe manner during the ongoing COVID-19 pandemic	Normal operations during the COVID-19 crisis have required ongoing communication with the various unions. There has been significant engagement between our operational management, organised labour unions, industry body – the Minerals Council South Africa, the DMRE, local government and the various emergency services. This led to a set of safety protocols being developed and implemented to ensure safe working practices. This has included providing facemasks and sanitising stations to employees, using scanners to monitor employee temperatures and flu vaccinations for employees. Employees were also trained on social distancing and other COVID-19 related protocols that were based on the WHO guidelines and developed by the Minerals Council South Africa.

Our sustainability approach > **Stakeholder engagement and material issues****Customers** **Why we engage**

We have long-standing associations and relationships with our customer base. We sell most of our platinum group metals (PGMs) through offtake agreements with a limited number of large customers. Heraeus, which refines our product on a toll basis, is one of these. Our buyers are mainly industrial companies, who, in the case of the automotive sector, are suppliers of catalysts and catalytic components as opposed to the car manufacturers themselves. This affords them deep insight into the demand side of the broader PGM market. Our customers are very important to us. It is critical to understand their needs in order for us to remain a reliable supplier and for us to retain their trust as an ethical operator. The recent COVID-19 pandemic has brought the significance of these relationships to the fore. All parties, both on the supply and demand sides are affected. Ongoing communication has been key to coordinating our response.

Our chrome product is sold through a single third party via a guaranteed offtake and security of supply contributions agreement. This ensures sales and revenue, even during depressed market conditions. As a large metals trader, their market insights are significant.

How we engage

- We regularly communicate via telephone and video conferencing
- We undertake roadshows, attend conferences and host site visits

Interactions during the year

Key issues raised	Our response
Availability of metal	We have proven ourselves to be a reliable and consistent supplier of quality metal product over many years. We have kept our customers informed of our growth strategy and ongoing progress against this. In addition, we partner with some customers in research and development programmes, strengthening our relationships and product offering.

Our sustainability approach > **Stakeholder engagement and material issues**



Industry associations

Why we engage

Industry associations promote the industry, as well as market development activities which are important to ongoing demand for our products.

How we engage

- Northam contributes to and actively participates in the World Platinum Investment Council (WPIC), the Platinum Guild International (PGI) and the International Platinum Group Metals Association (IPA). In addition, Northam contributes to an industrial research and development programme directed by our refining partner and customer, Heraeus
- We are an active member of the Minerals Council of South Africa, which is a mining industry employers' organisation that supports and promotes the South African mining industry
- We engage with various regulatory, legislative and professional affiliate organisations in the pursuit of our normal business

Interactions during the year

Key issues raised	Our response
Membership sustainability in view of cost and economic pressures	Membership is subject to annual review. There is frequent dialogue with the leadership of industry bodies.
Issues affecting the South African mining industry	Our membership of the Minerals Council of South Africa allows us to contribute to collective responses from the industry.

Our sustainability approach > **Stakeholder engagement and material issues****Suppliers of goods and services** **Why we engage**

A significant portion of our operating cost is spent on procured goods and services rendered to our business. Our approach to procurement is underpinned by the notions of inclusivity, transformation and transparency, as stipulated by the country's Mining Charter.

Our procurement practice supports HDPs and compliant suppliers who meet the requirements of our vendor governance systems. This approach has led to significant growth in HDP procurement over the past five years.

Our ESD initiatives have further resulted in substantial spending on goods and services procured from companies local to and owned by the communities surrounding our operations. These initiatives have doubled the number of community based companies in our vendor database.

The ESD initiatives have required significant communication with our existing providers of goods and services, as well as new potential providers.

How we engage

- We hold regular open days during which procurement opportunities are identified and shared
- Training is provided on vendor administration and governance, skills development, as well as the mentoring of local entrepreneurs

Interactions during the year

Key issues raised	Our response
Measurement and monitoring of local content on supplied goods, as prescribed in the Mining Charter	Together with our peers in the mining industry, through the Minerals Council South Africa, we have embarked on a process to establish the local content of key mining commodities from our suppliers. This is an ongoing process.
Volatile currency rate of exchange (ROE)	The contractual agreements entered into with our suppliers are structured to accommodate quarterly reviews and adjustment of the ROE component of the prices of goods.
Managing expectations from our local community based suppliers and entrepreneurs in terms of procurement	Identification and setting aside opportunities to enhance LED through preferential procurement is a priority, along with the leveraging of our ESD programmes to grow the number of local community based entrepreneurs conducting business with us. Both initiatives are ongoing.

Our material issues

In late 2020 and early 2021 we conducted an exercise to identify the most important, or material, sustainability issues for Northam and our stakeholders.

Through the materiality analysis we have identified a list of our 20 most important environmental, social and governance issues.

The analysis involved identifying a long list of 32 potential material issues through desk research. A wide range of senior Northam managers were then interviewed to understand the relative priority of the long list of sustainability issues in relation to Northam achieving its business goals and delivering our belief in the positive impact of mining.

To assess the importance of issues externally, we conducted a further desk-based research exercise that reviewed a range of external sources to determine the relative priority of the list of potential material issues. External sources included: Significant Northam customers and end-users of platinum group metals; mining sector and commodity-specific peer and competitor companies; sustainability standards and frameworks, including ESG-investment frameworks; and a media review.

Results

The list of material topics opposite shows the results of the materiality analysis.

Given our operating context as a mining company in South Africa, social issues dominate the list of material issues with a particular focus on health and safety, employee and community development topics. Governance and environmental issues also show high priority.

Northam Platinum's material issues

Environmental

- Releases to land/air/water
- Energy and greenhouse gas emissions
- Water use/efficiency
- Biodiversity and protected areas

Social

Safety	Equitable access to resources/resource conflict
Attracting and retaining talent	Sustainable community development
Occupational health and diseases	Employee training and development
Labour and union relations	Diversity, inclusion and equal opportunity
Community relations/social license to operate	Sustainable procurement
Relationship with external stakeholders	Human rights

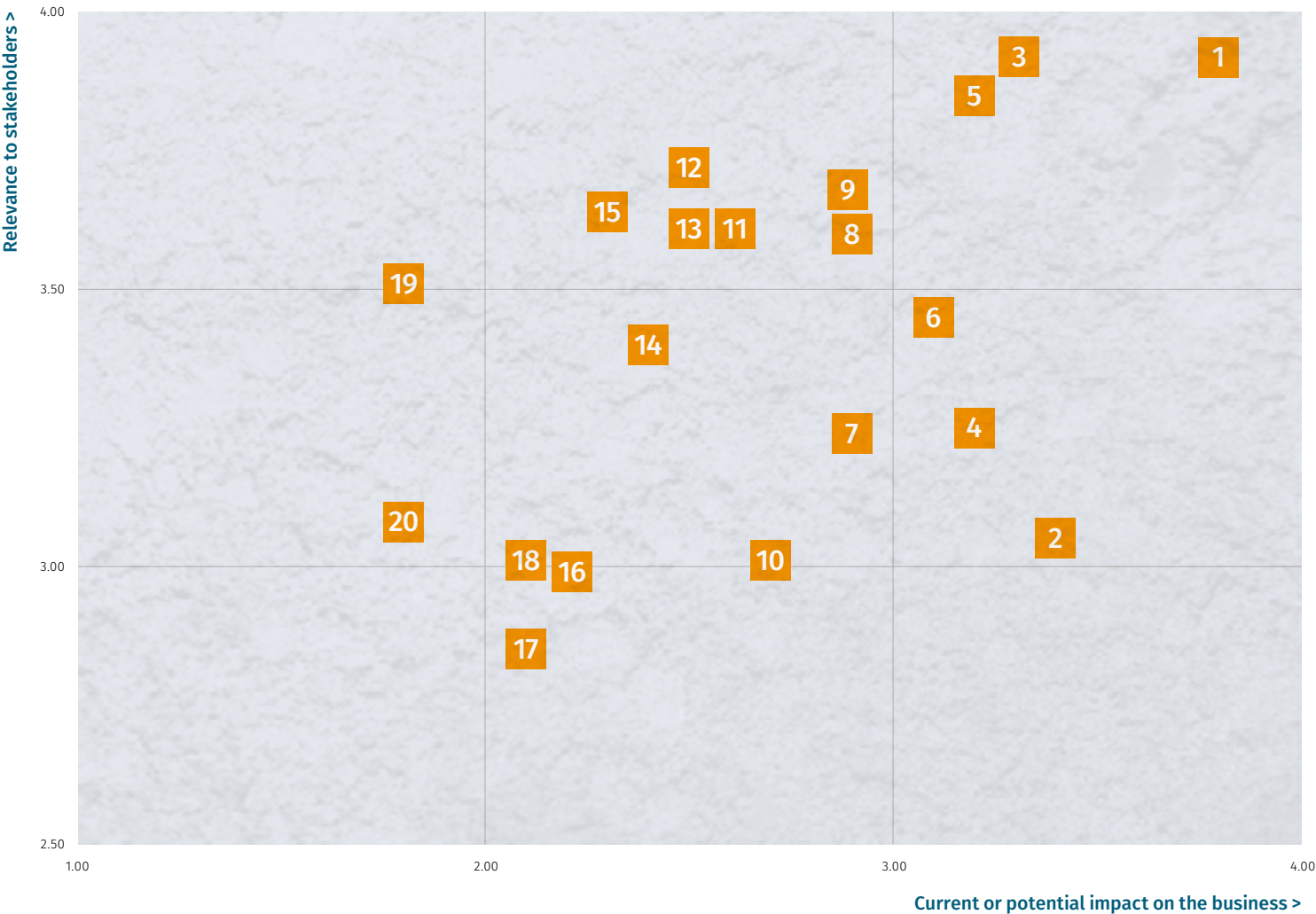
Governance

- Legal compliance
- Business ethics
- Governance and internal controls
- Risk and crisis management

Our sustainability approach > Our material issues

Materiality matrix

- 1 Safety
- 2 Attracting and retaining talent
- 3 Occupational health and diseases
- 4 Labour and union relations
- 5 Legal compliance
- 6 Business ethics
- 7 Community relations/social license to operate
- 8 Relationship with external stakeholders
- 9 Governance and internal controls
- 10 Equitable access to resources/ resource conflict
- 11 Releases to land/air/water
- 12 Energy and greenhouse gas emissions
- 13 Sustainable community development
- 14 Water use/efficiency
- 15 Risk and crisis management
- 16 Employee training and development
- 17 Diversity, inclusion and equal opportunity
- 18 Sustainable procurement
- 19 Human rights
- 20 Biodiversity and protected areas



Health, safety and wellness

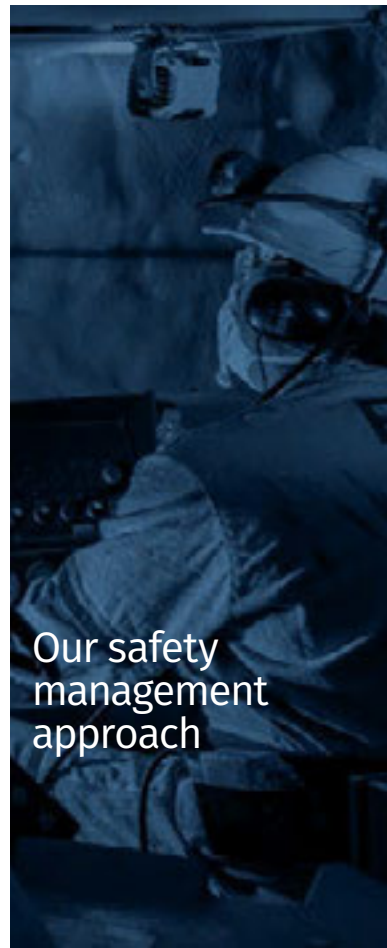
Our safety culture is underpinned by strong value systems throughout the organisation. Engaged leadership reflect our pursuit of 'Smart Platinum Mining'. Our focus includes creating enabling environments, fit-for-purpose systems and processes and empowered employees.

Safe production is a fundamental pillar of our business strategy. We are committed to maintaining a working environment that is safe and fosters the health and wellbeing of our employees and contractors so that they may return home every day safe and unharmed.

We endeavor to create an environment that enables employees to perform at their absolute best while meeting all company and legislative health and safety requirements and standards.

Safety remains one of our material focus areas and we take a holistic, values-based approach, guided by the relevant legislation such as the Mine Health and Safety Act No 29, 1996 and the Occupational Health and Safety Act 85 of 1993.

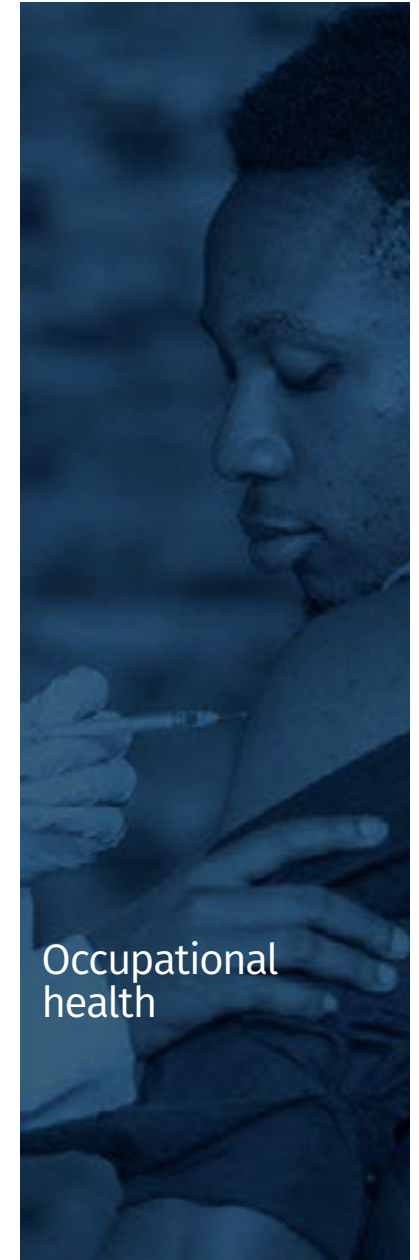
"Our commitment is towards zero fatalities and seeking to eliminate all injuries in the workplace!"



Our safety
management
approach



Health and
wellness



Occupational
health

Progress against our objectives

Responding to the COVID-19 pandemic

Monitored the effectiveness of company measures to detect, prevent and mitigate the impact of COVID-19 on our people and operations

Monitored the level of COVID-19 infections, recoveries and deaths at operations. Prepared and operated our own isolating and quarantine facilities. Since the start of the pandemic, we have lost 14 employees to COVID-19. The current recovery rate for those infected is 87%

Management systems

Monitored the progress of Booyssendal and Eland operations towards certification to the ISO 45001 occupational health and safety management system (along with the ISO 14001:2015 environmental management system). Progress is on track and certification will be complete in F2023

Implementation of an integrated risk management software solution (IsoMetrix)

Governance and compliance

Considered reports from operations and internal and external auditors regarding compliance with legal and regulatory requirements

Considered independent review reports conducted on all tailings facilities in the group (see Our environment section page 102)

Reviewed high potential incidents and all fatal incidents in the group. Lessons and subsequent action serves as guidance and are shared throughout the group

Implemented remedial actions recommended by the Department of Minerals and Energy following frequent inspections at our operations

Received and considered updates on emerging material legislative SHE-related trends and developments, including carbon tax and financial provisions regulations

Our safety management approach

We are focussed on a shift to sustainable mining that will see Northam increasingly adopt new technologies and processes to eliminate safety and health risks while our company grows in line with our strategy.

All Northam operations have risk-based safety management systems that are in line with the group's safety operating model and aim to deliver continuous improvement. Policies and procedures govern all actions related to health and safety. Leading practice adoption, such as the revised South African Reportable accidents statistics system on Fall of Ground (FOG) accidents are documented within the policy and employees get trained on the changes.

We continue to improve our capacity to identify and address high-potential hazards, learn from high potential incidents (HPIs), and use technology to reduce risks. In driving our desired safety culture, we will maintain focus on strengthening leadership and accountability.

Zondereinde mine is certified to the ISO 45001 safety management system. Our operations at Booysendal and Eland are working towards certification, which is expected in F2023.



Managing health, safety and environment

The health, safety and environmental committee assists the board with oversight of the group's health, safety and environmental matters.

Our safe production strategy is driven by the CEO and senior leadership with strong support from the board. A bottom-up approach to safety is encouraged to empower our workforce and enable them to execute their tasks in a safe and productive manner.

The Northam executive committee gives operational guidance and support on health, safety and environmental matters through our mining executives. The mining executives are also permanent invitees to the board sub-committee on health, safety and environment where they represent the group and give feedback on health and safety and environmental matters.

The general managers supported by operational managers at each operation assumes the first line of responsibility. Operational managers are responsible for the day to day monitoring of all health and safety related matters supported by safety and technical services departments.

➔ See page 20 of our Corporate governance report 2021



Safety programs

Our ongoing focus on safety and the holistic wellbeing of our workforce, supported by various programs, initiatives and campaigns contributed to the overall improvement of our safety performance.

Since the beginning of the financial year, our workforce has grown by more than 2 300 people and now totals more than 18 200. Despite this growth, we have seen an overall improvement in our lost time injury incidence rate (LTIR) and reportable injury incidence rate (RIIR).

We believe our ongoing focus on safety among our workforce, supported by various awareness initiatives and safety campaigns at our operations support this performance.

Northam takes part in several external initiatives supporting our safety management programs. We are a member of the Mineral Council of South Africa which has a Learning Hub platform providing information on pockets of excellence that we review constantly for areas of possible adoption.

Learning from others is anchored on the philosophy: **“by industry for industry”**, underpinned by industry ownership, eager and early involvement, engagement and collaboration, people-centredness, non-competitiveness and a holistic approach.

Khumbul’ekhaya is the Nguni word for “remember home” which directly acknowledges that fatalities have the greatest impact on loved ones at home and encourages mine employees and their managers to bear these loved ones in mind as they go about their day-to-day tasks.

Khumbul’ekhaya Remember home

We take part in the Mineral Council’s Khumbul’ekhaya campaign, a strategy on health and safety developed by the CEO Zero Harm Forum to drive and sustain the mining industry’s pursuit of zero harm.

The campaign consists of four critical drivers of safety at mining operations. The campaign has been fully adopted by all Northam operations.

1. Promote a holistic approach to the elimination of fatalities	2. Develop a system of understanding occupational deaths in and beyond employment	3. Adopt methods for more effective and competitive training	4. Adopt globally leading practice to learn better and faster from others
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In addition, the operations successfully launched a variety of other programs such as **“Sonke Sihlangene”** at Eland and **“Hlokomela tau”** at Booyendal which are used to raise everyone’s awareness and to emphasise that safety needs to be everyone’s primary concern.

At Zondereinde mine, we successfully ran a safety campaign, **“Tsoga o itirele”** meaning **“wake up, do it for yourself”** aimed at the personalisation of safe behavior on an individual basis.

“Smart Platinum Mining” through value based leadership

Engaged leadership

Common value systems

Diversity

Respect

Mindfulness/
empathy

Honesty/
integrity

Loyalty

Social
awareness

Excellence

Visible felt engagement

Enabling environment:

Create and maintain a safe working environment with equipment, tools and material that enable safe and sustainable production:

- Working place layout improvements
 - Risk-based elimination of hazards
 - Ventilation and refrigeration
 - Traffic management
 - Occupational hygiene
- Implementation of learnings from high potential incident and fatality reviews
- Infrastructure improvement
 - Rail-bound and trackless mobile equipment safety enhancements
 - Shafts, horizontal transportation, in stope ore removal, fire prevention
 - Risk management of surface water

Empowered people:

Continuous workplace training and lifelong learning helps to strengthen our employees' capacity to deal with continuous change:

- Individual, team and organisation learning interventions
- Policies, processes and practical applications
- Risk management; strata control
- Values-based decisions intervention
- Safety days
 - Section 22 and 23 withdrawals reinforcement
 - Safety culture transformation process, equipping teams to take self-control through interactive training sessions (SLAM)

Stop | Look | Access | Manage

Fit-for-purpose systems and processes:

Subscribing to best practice principles and integrated systems with a view to certification in the longer term:

- Bowtie risk management process introduced
- Root cause analysis
- Customised Trigger Action Response Plan (TARP) for improved rock mass management
- ISO 45001:2018 Occupational Health and Safety Management System implementation on track (end of 2023)
- Rock mass management

Industry leading practice adoption

We have successfully adopted a variety of leading practices, including:

Fall of ground (FOG) monitoring “Trigger Action Response Plan (TARP)”:

- leading ledging practices promoted by the Mining Industry Occupational Safety and Health (MOSH);
- hydropower handheld drills at Eland and Booyssendal;
- vehicle and pedestrian detection systems on mobile machinery; backfill at Zondereinde; and
- our four-tier tailings management approach.

We are currently testing the effectiveness of hydro-powered stope drill jigs on trial, using ground-penetrating radar and borehole camera systems, and developing borehole radar. We are also investigating the possibility of stope illumination and what effect it will have on the safety of our employees.

Over and above the technology-enabled learning approach that aims to improve learning uptake and practical application, we will continue to upskill employees in leadership and supervisory positions, strata control, entry examination and barring practices.



Safety performance

Our wider health and safety performance this year was mixed, with some positive results in key performance areas that reflect ongoing improvements to the quality of our safety leadership and operational risk management.

A particular highlight was at Booyssendal where we surpassed six million fatality free shifts in February 2021. Booyssendal North recorded five million fatality free shifts in January and Booyssendal South recorded one million fatality free shifts in February. The operation has been fatality free since its inception in 2010.

Across the group our safety indicators improved due to the continued commitment to maintain and improve the health and safety of our employees. The reportable injury incidence rate (RIIR) per 200 000 hours fell to 0.41^{LA} in F2021 (F2020: 0.48) and is down 85% in the five years since 2017. Our lost time injury incidence rate (LTIIR) is down to 0.60^{LA} for the year (F2020: 0.78), a 46% improvement since 2017.

At Booyssendal both the LTIIR and the reportable injury incidence rate (RIIR) improved to 0.28 and 0.22 respectively. Zondereinde's lost time injury incident rate (LTIIR) improved to 0.79 injuries per 200 000 hours worked. Eland's LTIIR and RIIR improved to 0.48 and 0.19 respectively.

Group safety performance

Fatal injury incidence rate (FIIR)

2021	0.01 ^{LA}
2020	0.01
2019	0.01
2018	0.02
2017	0.01
2016	0.00

Total injury incidence rate (TIIR)

2021	1.15 ^{LA}
2020	1.31
2019	1.63
2018	1.98
2017	1.87
2016	1.95

Lost time injury incidence rate (LTIIR)

2021	0.60 ^{LA}
2020	0.78
2019	0.93
2018	1.00
2017	1.30
2016	1.13

Reportable injury incidence rate (RIIR)

2021	0.41
2020	0.48
2019	0.65
2018	0.66
2017	0.93
2016	0.82

Number of fatalities

2021	2 ^{LA}
2020	1
2019	1
2018	2
2017	1
2016	0

It is with deep regret we report that Zondereinde mine recorded two fatalities during the year.

Mr Mohlaoli Simon Motaung, a 43 year-old loader operator with 20 years' of service with Northam, lost his life in a truck and tramming incident.

Mr Adelino Jonassane Guambe, a 39 year-old Mozambican citizen employed by our contractor, Phephisa Mining, as a rock drill operator with ten years' service with the company, lost his life in a fall of ground related incident.

We extend our sincere condolences to their family and friends.

Both incidents were fully investigated by our management in conjunction with the Department of Mineral Resources and Energy and organised labour. The investigations followed standard procedures outlined by the Mine Health and Safety Act. Results of the investigations and learnings from the incidents were widely shared and have resulted in enhanced scrutiny at operations to avoid reoccurrence.

Health and wellness

The health and wellness of our employees, their families and the communities we operate in is one of the most important contributors to Northam's goal of zero fatalities.

In parallel with our safety performance, we have maintained a strong performance on our occupational health performance measures and made improvements in managing health risks, both in and beyond the workplace. In mitigating occupational health risks we focus on engineering solutions and ensuring our people adhere to company requirements to use personal protection equipment.

In managing HIV/AIDS and tuberculosis (TB), we continue to strengthen our leading practices aimed at improving the health of our employees across operations. The focus on TB infection control and management remains a priority.

Employee wellness

To support the wellbeing of our employees, we have targeted initiatives to help prevent and manage chronic and lifestyle diseases, support good mental health, and prevent drug and alcohol abuse.

Together with our HIV/AIDS, tuberculosis (TB), inclusion and diversity, gender-based violence initiatives, our wellness day programmes support our efforts to create a healthy workplace environment.

Northam employs an independent service provider to support employees facing difficulties relating to work or their wider life. This employee wellness support provides counselling for trauma, stress, depression, substance abuse, workplace conflict, domestic relationship matters, and financial or debt management. The service also caters for supervisor and management referrals.

Employees and visitors to our operations are tested randomly for traces of drugs and alcohol before entering the premises and workplaces. Corrective action is recommended to management when results indicate a positive identification.

Occupational health

Our primary healthcare services for employees aim to promote health and prevent disease while providing early diagnosis and treatment of all health-related issues that could lead to disability.

All our on-mine employees have access to medical specialists, hospitals, radiology and pathology services, and pharmacies.

All operational employees are required to undergo scheduled annual medical screenings, including legislated occupational medical tests. In F2021, 19 562 permanent employees and contractors (F2020: 11 767) underwent annual medical surveillance screening.

Health, safety and wellnes > Occupational health

Tuberculosis

Tuberculosis (TB) is an opportunistic infection and is the leading cause of death for people living with HIV/AIDS. TB infection control is a priority for Northam and we run a highly effective treatment system aligned with the TB guidelines of the World Health Organization. Our treatment success rate for TB was 86.8% in F2021. The table below indicates the TB prevalence within the group, which has seen a significant downward trend over the last five years.

Tuberculosis prevalence	2021	2020	2019	2018	2017	2016
New cases of TB reported	18	38	61	61	56	83
Total number of TB cases	32	44	86	94	115	162
Employees on TB treatment	15	21	24	41	41	54

Noise-induced hearing loss

Excessive noise exposure is one of the most widespread health hazards in mining. Prolonged exposure to hazardous noise levels causes a loss of hearing sensitivity, which occurs gradually and is known as noise-induced hearing loss (NIHL). We aim for legal compliance with noise thresholds at all operations by ensuring that noise associated with any machinery or underground equipment is limited to below 110dBA. All employees are issued with PPE that ensures exposure to noise levels above 85dBA over an extended period is limited. We continue to counter the risk of NIHL and have implemented the following to raise awareness:

- In addition to training, we have customised hearing protection devices which have been issued to all employees at high risk of noise since October 2018
- Hearing Coach was implemented during May 2020. Hearing surveillance, which includes: Otoscopic examination, middle ear analysis, the Oto-acoustic emissions test and a behavioural questionnaire

- A bi-annual noise awareness campaign has been established and includes coaching, alerts, personal hearing device usage and monitoring, individual NIHL interviews with employees etc.
- This training is part of hearing conservation programme that is overseen by a noise committee at operational level

The table below indicates that there has been a marginal increase in new cases of noise-induced hearing loss.

	2021	2020	2019	2018	2017	2016
New cases of noise induced hearing loss	14	12	28	68	47	18

Occupational lung disease

The geology of the Bushveld Complex, where Northam’s mines are located, means that the rock we mine does not contain quartz. This eliminates the threat of silicosis and occupational lung disease (OLD) in relation to our operations. Despite this, we employ engineering solutions, such as hydro-powered mining equipment at Zondereinde and mechanised mining at Booysendal, which significantly reduce employee exposure to both noise and dust. We also work hard to ensure employees adhere to PPE requirements.

Number of employees that underwent annual medical screening

19 562

F2020: 11 767

Number of new TB cases

18

F2020: 44

New cases of noise induced hearing loss

14

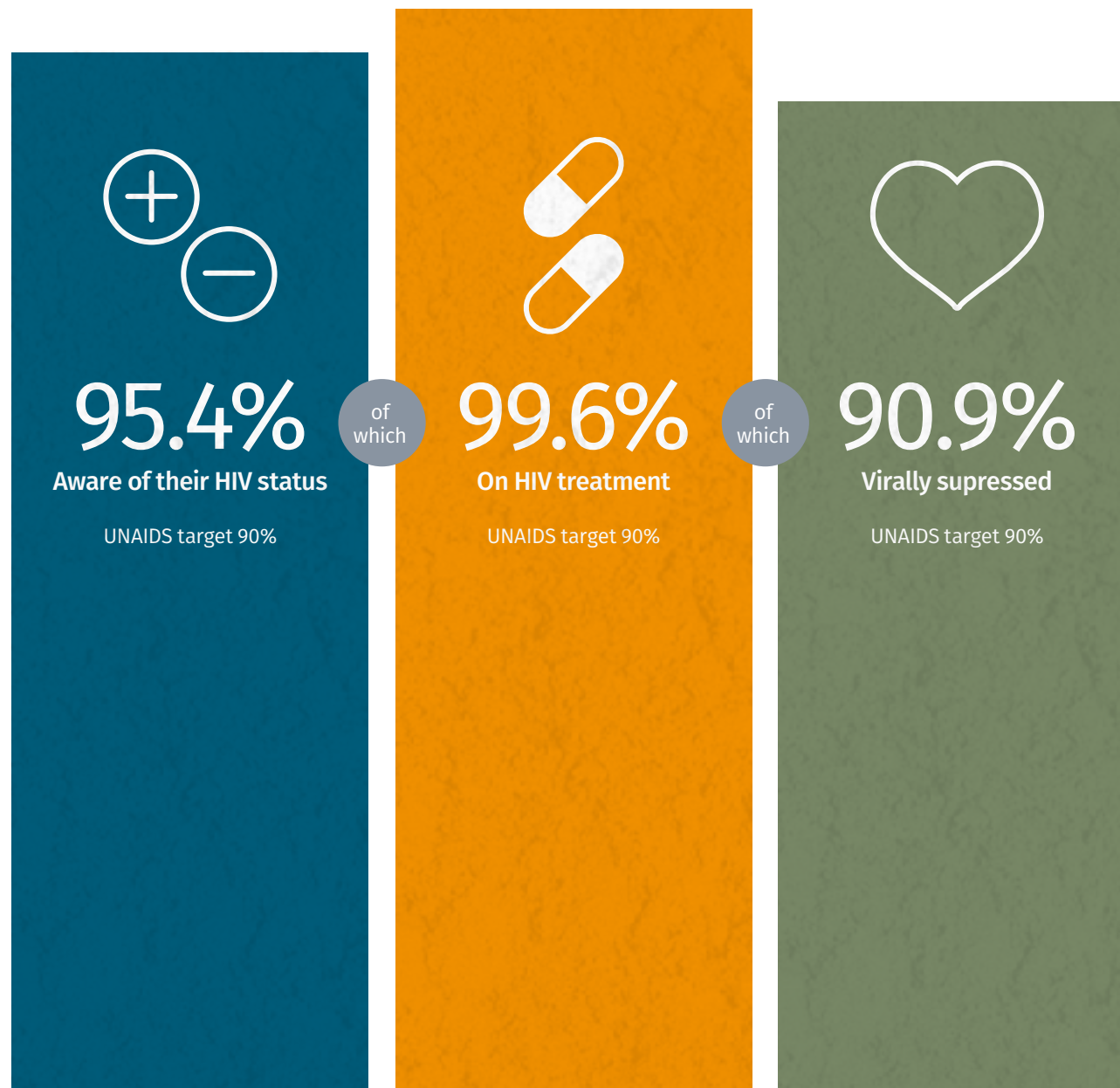
F2020: 12

Operational performance against UNAIDS targets:

Northam's approach to HIV/AIDS in the workforce is guided by a comprehensive policy that promotes employee care, awareness, education and confidentiality, and non-discrimination.

We aim to continually strengthen our leading practices in this area. Ongoing awareness programmes, voluntary counselling and testing (VCT) focussing on early detection, and access to anti-retroviral therapy (ART) has largely destigmatised the condition and rendered HIV/AIDS a manageable disease.

At Zondereinde, we have performed exceptionally well in this area, achieving all the targets set out by the Sustainable Development Goals (SDG's) overarching UNAIDS goals.



Outlook

Looking ahead, we will continue to seek and assess opportunities to deliver innovation and best practice in our approach to occupational health and safety. This includes information systems and reporting requirements and will be supported by the implementation an IsoMetrix software solution.

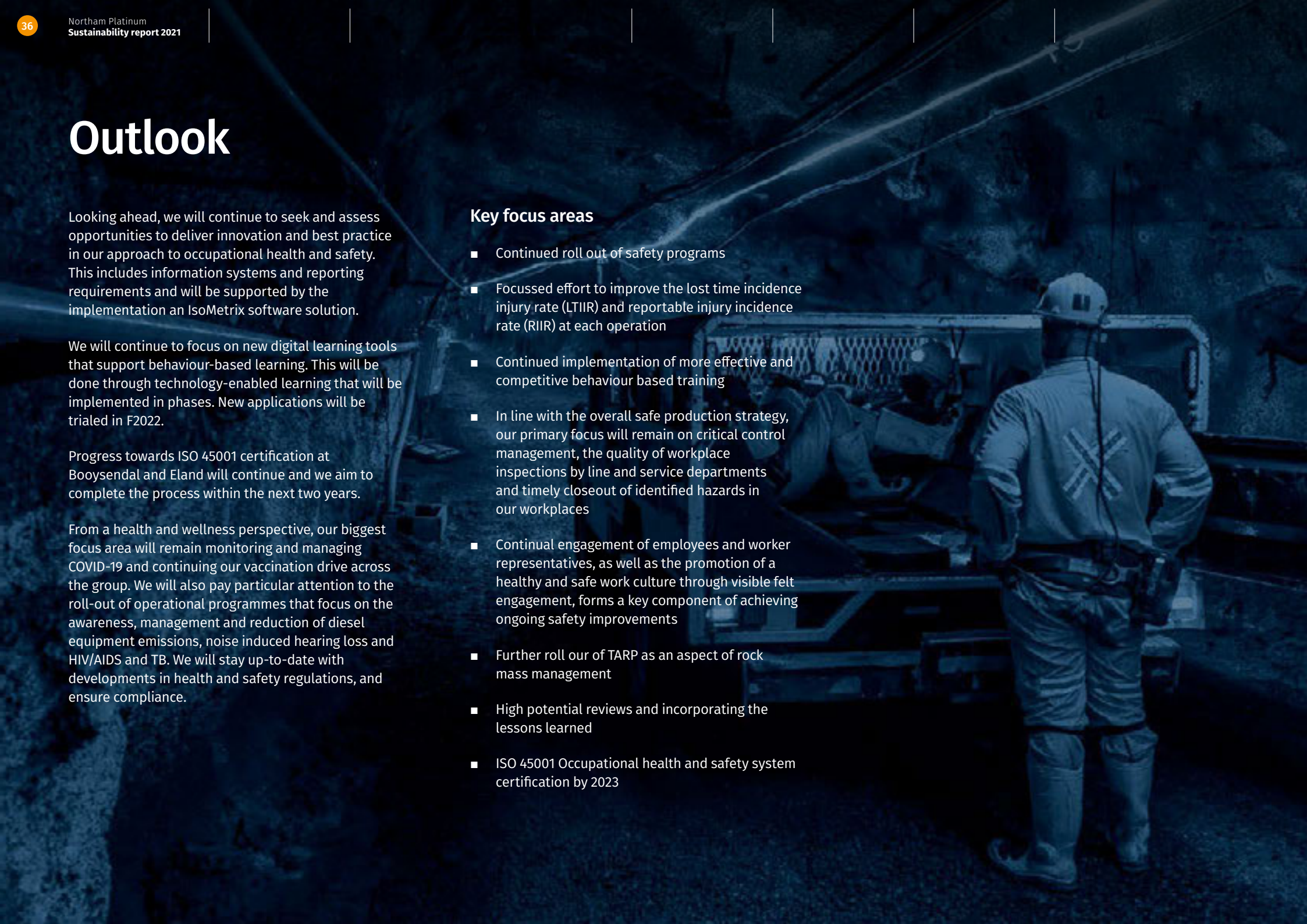
We will continue to focus on new digital learning tools that support behaviour-based learning. This will be done through technology-enabled learning that will be implemented in phases. New applications will be trialed in F2022.

Progress towards ISO 45001 certification at Booyssendal and Eland will continue and we aim to complete the process within the next two years.

From a health and wellness perspective, our biggest focus area will remain monitoring and managing COVID-19 and continuing our vaccination drive across the group. We will also pay particular attention to the roll-out of operational programmes that focus on the awareness, management and reduction of diesel equipment emissions, noise induced hearing loss and HIV/AIDS and TB. We will stay up-to-date with developments in health and safety regulations, and ensure compliance.

Key focus areas

- Continued roll out of safety programs
- Focussed effort to improve the lost time incidence injury rate (LTIIR) and reportable injury incidence rate (RIIR) at each operation
- Continued implementation of more effective and competitive behaviour based training
- In line with the overall safe production strategy, our primary focus will remain on critical control management, the quality of workplace inspections by line and service departments and timely closeout of identified hazards in our workplaces
- Continual engagement of employees and worker representatives, as well as the promotion of a healthy and safe work culture through visible felt engagement, forms a key component of achieving ongoing safety improvements
- Further roll out of TARP as an aspect of rock mass management
- High potential reviews and incorporating the lessons learned
- ISO 45001 Occupational health and safety system certification by 2023



Our people

One of the best ways we can highlight our belief in the positive impact of mining is through our people. We believe that Northam can make a real difference to the lives of our employees and, by employing locally, to our host communities.

Our people are our greatest source of value creation and we support this by continually upskilling our workforce. Furthermore, bringing together different individual skills translates to exceptional teams that are able to provide Northam with present-day business solutions. With our business strategy in mind, and our consistency in establishing a safe working environment, our employees can benefit from opportunities for personal growth to attain their maximum potential. We believe that these essential elements are the building blocks for our vision to be an 'employer of choice'.

A person wearing a hard hat and safety glasses is working in a mining environment, possibly a tunnel or underground mine. The image is overlaid with a blue tint.

Our people
strategy

A woman in a business suit is looking down at a document or tablet, possibly in an office setting. The image is overlaid with a blue tint.

Learning and
development

A person wearing a hard hat and safety glasses is working in a mining environment, possibly a tunnel or underground mine. The image is overlaid with a blue tint.

Diversity and
inclusion

A person wearing a hard hat and safety glasses is working in a mining environment, possibly a tunnel or underground mine. The image is overlaid with a blue tint.

Employer
value
proposition

Progress against our objectives

Human resources excellence

Our company growth has demanded we shape a new culture. Because beliefs and assumptions are shared by the members of our different operations, it also influences group alignment. For this reason, our human resources teams continued to integrate group-wide policies, rules and guidelines further aligning our HR practices

Digitising human resources processes

Through our HR software, all people reporting has been digitised. HR reports are now produced centrally through a software platform and distributed to operations for action

Developed an HR reporting structure that is fit-for-purpose and is segmented into day-to-day, operational and management reporting

Enhanced report design and content to optimise decision making and accuracy

Implemented a digital Learning Management System at all operations to administer, deliver and report on employee training

Attracting and retaining talent

Considered remuneration principles and structures to attract, retain and incentivise employees (see page 14 of our Remuneration report 2021 which contains more information on Northam's approach to pay and benefits)

Assessed succession plans for executives, senior and middle management, with specific focus on succession plans for historically disadvantaged persons (HDPs), including women

Monitored progress of the group's skills and talent management programmes, including learning and development initiatives

Operating model and structures

The operating model and governance framework were reviewed, including the role of corporate and the operations

Our people strategy

At Northam, the consolidated contributions of all our employees are what helps us to achieve our business strategy and operational goals.

We understand that our employees want to see how their work contributes to Northam's wider organisational objectives and we prioritize building teams that are capable, diverse and confident to make this connection clear to them.

A growing workforce

Northam Platinum is a labour-intensive business that employs a range of skills, trades, and professions across our Zondereinde, Booyssendal and Eland operations. Since the start of our growth strategy in F2015 our workforce has increased by 45%.

2 335

Jobs created in 2021

18 288^{LA}

Employees in 2021

c.3 700

New jobs plan
over the next five years



In F2015, we employed 10 056 employees and contractors. By the end of F2021 this figure had grown to 18 288^{LA} comprising 57.3% permanent employees and 42.7% contractors.

The COVID-19 pandemic has had a devastating effect on the South African economy. But, even during one of the most challenging years in decades, Northam created 2 335 new, meaningful and sustainable jobs in F2021 (717 permanent and 1 618 contractors). Against a backdrop of high unemployment, this level of employment creation provides a real boost for the economies and communities of the provinces where we operate, and the South African economy as a whole.

➔ [See case study](#)

New jobs, wider benefit

Northam's approved growth strategy to increase production, will see approximately 3 700 new jobs created between 2022 and 2026. With this in mind, we will continue to prioritise employing from our local communities, which will ultimately impact the livelihoods of our employees' families and contribute to positive socio-economic upliftment.

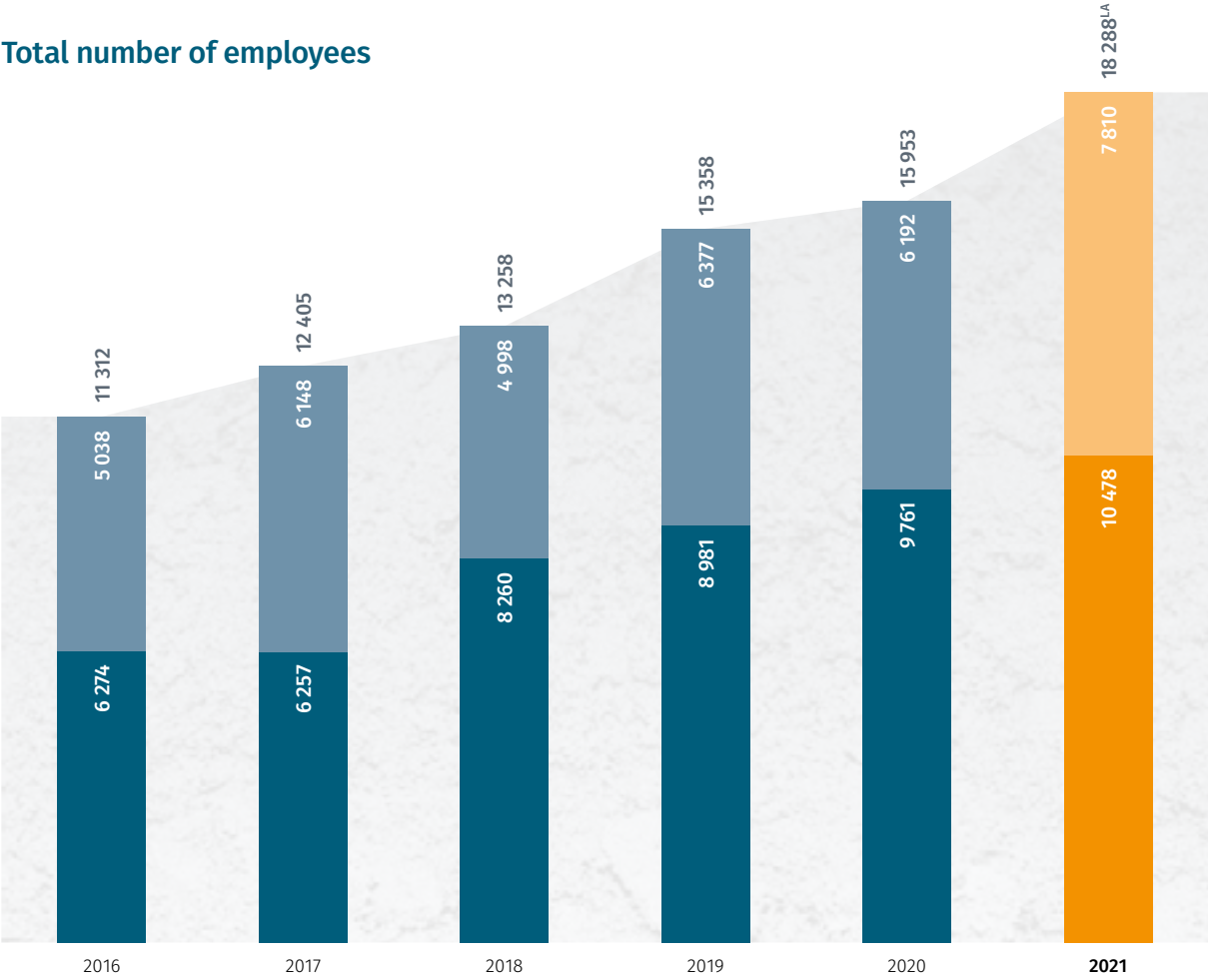
Outlook

To support our growing workforce and ensure that we attract the right employees with the right skills, a new careers microsite will be launched in F2022. This will enhance our current recruitment strategy, allowing us to attract and source talent from a wider pool of eligible candidates.

➔ [How we attract and retain employees](#)

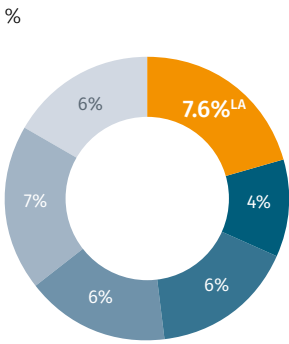
Our workforce in numbers

Total number of employees

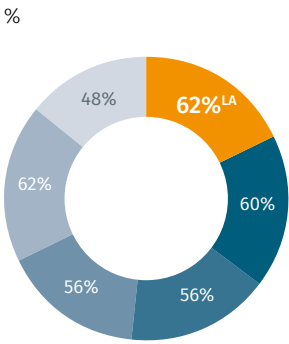


Permanent Contractors Total workforce

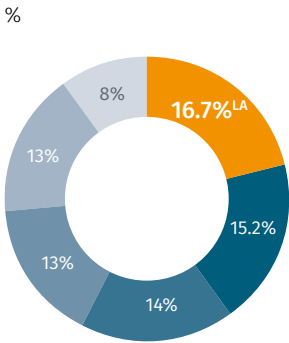
Turnover rate



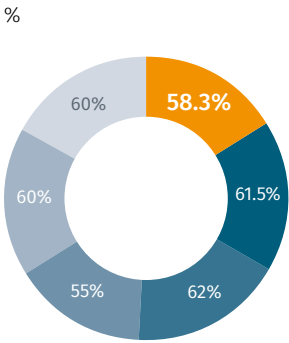
HDP in management



Women at mining



HDP at board level



2016 2017 2018 2019 2020 2021

Bucking the employment trend in South Africa

COVID-19 has added to an already challenging economic situation in South Africa. But despite the challenges of the pandemic, Northam has continued to deliver its growth strategy creating new, sustainable jobs that are supporting our local communities.

Like many other countries, South Africa has been badly affected by the socio-economic impact of the COVID-19 pandemic. The economic fallout has resulted in significant job losses and in the first quarter of 2021, South Africa's unemployment rate rose to a new record high of 32.6%¹.

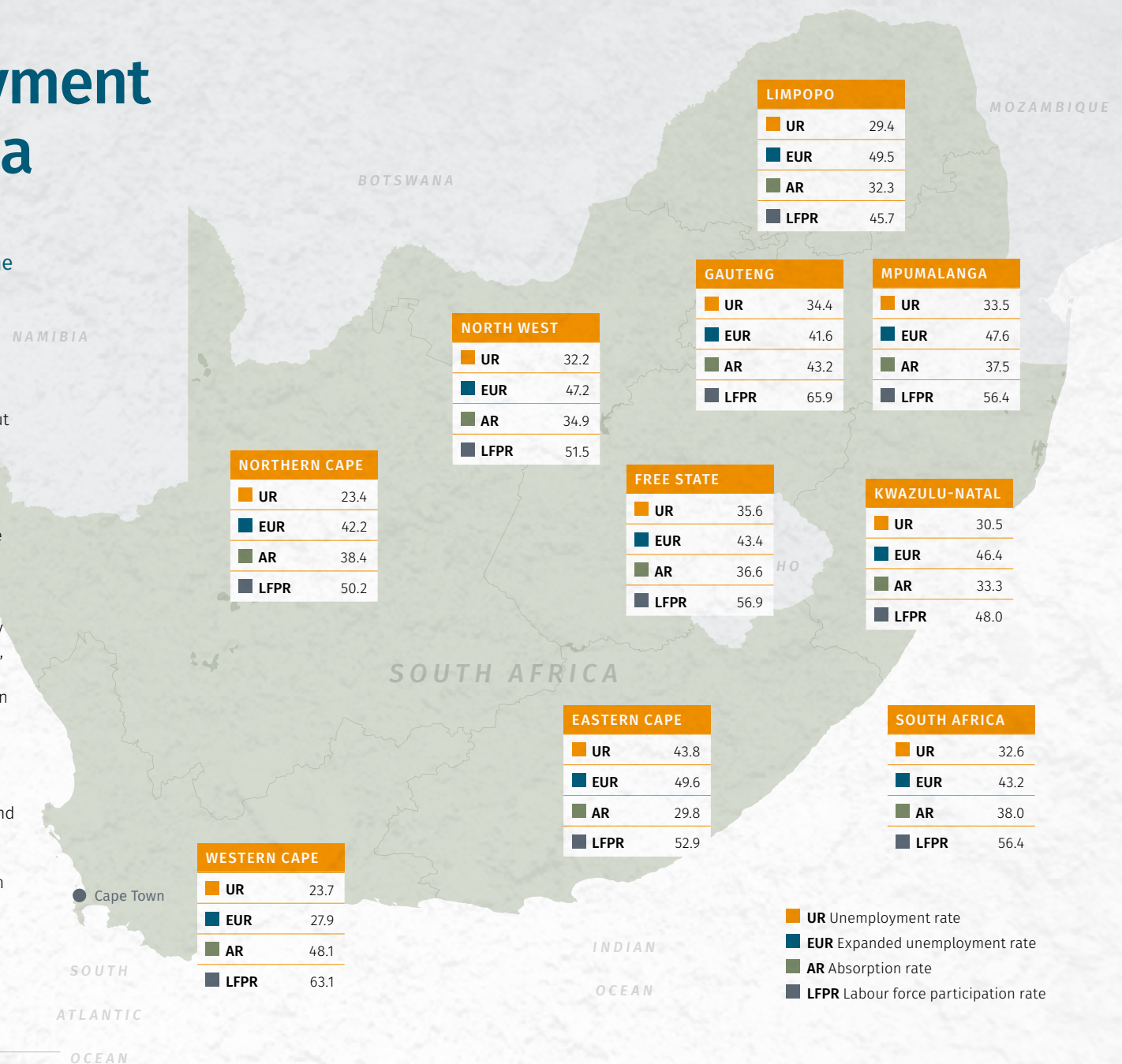
This adds to an already challenging economic backdrop. Approximately 55.5% of South Africans (30.3 million people) are living in poverty at the national upper poverty line (~ZAR 992/month) and 25% (13.8 million people) are experiencing food poverty².

Against this backdrop, a rare positive is that Northam's growth strategy has translated into 2 335 new meaningful jobs in F2021 across Limpopo, Mpumalanga and the North West provinces. This represents workforce growth of 12.8% year-on-year and 45% since F2015. The growth has been made up of both permanent employees and those employed by our contractors.

Enhancing economic activity and creating jobs in these rural and outlying areas of South Africa has a direct benefit to family cohesion and poverty reduction. It is estimated that in South Africa, each person employed in mining supports between 5 and 10 dependants, and for every job in mining at least two additional jobs are created in upstream and downstream sectors³.

This suggests that employment at Northam benefits well over one million people.

➔ See our growing operations



¹ Source: Statistics South Africa

² Source: World Bank

³ Source: Minerals Council South Africa: Putting SA back on the global mining map – 06 September 2019

Our people > Our people strategy

Human Resources strategic cornerstones

Northam has identified three shared characteristics that fundamentally affect the identity of our workforce.

“We have strength in our shared purpose and the capability of our employees to be productive”

capable

Support employees' achievement of meaningful goals

We focus on building competencies to support current performance and future organizational needs.

We are continuously boosting the broad availability of quality learning and development to enhance current and future capabilities.

Frequent workplace training and lifelong learning helps to strengthen our employees' capacity to deal with continuous change.

We offer learning opportunities to all employees with a particular focus on youth and lower-skilled workers.

“We believe that diversity and inclusion offer value to every employee no matter our differences”

diverse

Commitment to equality and transformation

Making diversity a priority helps us to create an inclusive culture where people of all backgrounds can connect in an environment that is free of discrimination.

We have mindful leaders that involve their people in decision making.

We believe that a diverse workforce offers new ideas and creativity that enhances employee morale.

“Our leaders' actions inspire our teams to learn more, do more and become more”

confident

Fostering growth mindsets

By understanding their employees' needs, our leaders are able to promote growth mindsets through learning and support, which develops self-confidence and supports the achievement of employees' full potential.

We acknowledge that our employees' views are important and recognize what they do matters to the success of our business.

We set realistic expectations and goals to enable a culture of trust that encourages greater autonomy and strengthens our employees' confidence at all levels.

Outlook

The COVID-19 pandemic has accelerated the digitalisation of our HR system with a specialist HR software platform. Across our operations we have transitioned from manual to digital information gathering and reporting, which is less labour intensive and prone to fewer human errors. The result is more streamlined and standardised HR reporting, resulting in better visibility of real-time information that is pitched at the right level. This supports our ability to make more intelligent, data-driven business decisions in near real time.

We will continue to focus on human resources excellence in F2022, including how the HR function is structured, current and future skills needs, information and technology requirements and addressing the gaps in how work gets done. The objective is for HR to become a strategic advisor to the business that is efficiently structured, has the right skills and capabilities and uses information and technology in an optimal way to enhance the way we manage our people at Northam.



Learning and development

Investing in our people's skills is key to our HR strategy. Our approach is based on three important principles: internal training, external training and skills development.

By following these principles, we aim to reduce shortages in core skills that could affect our operations and to grow technical and functional expertise within Northam.

Across the South African mining sector there is a shortage of suitably qualified and experienced labour. By developing our own people we can insulate ourselves from these shortages while also supporting our people to improve their skills-sets.

Despite COVID-enforced restrictions on how training can be delivered, we implemented a revised curriculum in F2021 that made use of different learning methods and techniques. Part of this included establishing a digital learning management system (LMS), which not only manages learner administration and record keeping, but also supports a blended-learning approach.

In F2021, the group spent a total of R132^{1A} million on training, which is equivalent to 3.1% of our total wage bill (F2020: 4%). The decrease of 0.9% in training spend was a direct result of COVID-19, particularly in the first quarter of our financial year. The capacity of our training facilities was reduced to incorporate social distancing rules, which had an adverse effect on face-to-face instructor-led training. The increase in our total workforce also increased the total wage bill which is used to measure training spend.

Our learning programmes during 2021

Programmed leadership development

Our leadership development roadmap connects the daily challenges our leaders face with the essential skills they need to be successful. Leadership development is offered at various managerial levels.

At supervisory level 109 employees were trained across the group during F2021 (F2020: 95). During F2021, 41 employees registered for MBA and MDP's (F2020: 2) with an additional 72 employees enrolling in other leadership skills programmes (F2020: 831).

41 EMPLOYEES
REGISTERED FOR
MBA AND MDP

Learnership programmes

We offer formal learnership programmes in mining, engineering and mineral processing. In F2021, 91 learners (F2020: 44) were enrolled at various stages in learnership programmes. Of the total number enrolled, 72 learners completed their learnerships (F2019: 85). Most of these learners will be appointed to positions available within the company.

72 COMPLETED
THEIR
LEARNERSHIPS

Cadetship programme

Our four-month mining cadetship programme aims to absorb unemployed young people from our mining communities with no mining experience into the relevant skills programmes to boost their employability in the mining sector. Northam offered 269 cadetship opportunities to community members in F2021, a big increase from the 92 cadetships offered in F2020.

269 CADETSHIPS
OFFERED
IN 2021

Outlook

We have developed a technology-enabled learning and development roadmap to introduce additional learning applications, including virtual learning, desktop induction, snippets of learning, digital assessment tools and audio response technology. Starting in F2021, new digital tools are designed to enhance learner experiences and learning retention while upskilling and reskilling our employees.

Internship and experiential learning programme

In support of our Social and Labour Plans and talent sourcing initiatives, we offered 66 internships in F2021 (F2020: 64) and 9 work-integrated learnership programmes (F2020: 17) to well deserving individuals. Once completed, these interns are absorbed through our recruitment and selection processes. During F2021, the company absorbed 27% of interns into permanent positions (F2020: 36%).

27% OFFERED
A PERMANENT
POSITION IN 2021

Adult education and training programme

Employees in the adult education and training (AET) programme are assessed to determine their skills levels, which informs the level of training an individual receives.

Employees completing the programme receive a nationally-recognised statement of results. In F2021, 76 employees received AET training (F2020: 173) and 29 community members received AET training.

76 EMPLOYEES
RECEIVED
AET TRAINING

Bursary programme

On completion of bursary programmes, graduates and diplomates can apply for an internship. This year Northam offered a wider range bursaries to address the educational needs of students. The combination included four programmes funded through different schemes. In F2021, 56 bursaries were awarded to full time employees (F2020: 39). External bursaries aligned with our Social and Labour Plans were offered to 49 bursars from local communities.

Other bursaries that were funded through various trusts included the Northam Employee Trust that funded 34 employees' children and our community trust benefitting 15 community members (F2020: 14).

56 BURSARIES
AWARDED TO
EMPLOYEES

The technology-enabled learning will continue to be implemented in phases and applications will be trialed in F2022.

Diversity and inclusion

Diversity is a key pillar of our human resources strategy. We see diversity as more than achieving goals or quotas, but rather a precondition for reducing poverty, building good governance and promoting sustainable development throughout our business.

At Northam, our people are central to every aspect of our business. As our organisation grows and new employees are integrated, we continuously find ways to develop an inclusive culture, which we see as an essential step for improving overall employee engagement. We harness all forms of media to communicate meaningfully to our employees. This is mainly in English, Northam's official language, and important information is translated into other local languages.

We know that a positive culture and employee behaviours support our business success and we aim to create an environment where all our employees feel valued and included. This focus contributes to the empowerment of our teams, helping to equip them with a greater variety of problem solving ideas, creativity, innovation and decision-making resources.



Our people > Diversity and inclusion

Best practice in managing diversity:

Preventing unfair labour and employment practices

The company's standing in terms of the International Labour Organization Protocol on decent work and working conditions

The Employment Equity Act, 1998

The company's employment relationships, and its contribution toward the educational development of its employees

The Broad Based Black Economic Empowerment Act, 2003

Promoting equality

Managing diversity

Our human resources policies and procedures promote equal opportunity, fair treatment in employment and the elimination of all forms of discrimination in the workplace. Our employee on-boarding programs have in-built diversity awareness training that enable us to better manage bias and prejudice in the workplace.

Northam's social, ethics, human resources and transformation committee is responsible for monitoring the company's activities relating to diversity and inclusion. This includes compliance with relevant legislation, prevailing codes of best practice and specific matters relating to employment equity.

Diversity in numbers

Northam's total permanent workforce comprises of 8 267 or 78.9% Historically Disadvantaged Persons (HDP) (F2020: 76.4%) and 1 752 or 16.7% women (F2020: 15.2%).

Historically disadvantaged persons (%)¹

Target² 40%

Actual F2020 76%

Actual F2021 79%

Historically disadvantaged women (%)

Target² 10%

Actual F2020 15%

Actual F2021 16.7%

¹ The term HDP is used to exclude foreign nationals but includes white females

² Targets are based on Mining Charter II

Our people > Diversity and inclusion

Employment equity progress

At an operational level, each of our mines has an Employment Equity Committee, which oversees our employment equity practices and monitors progress against affirmative action that aims to address the disadvantages in employment experienced by designated groups.

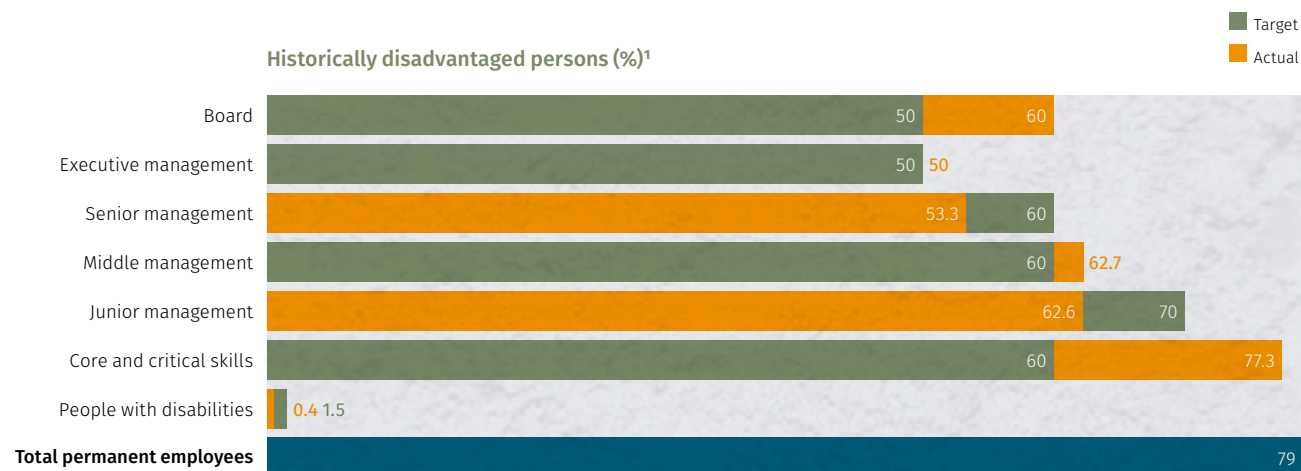
In South Africa, unemployment has been persistently high over time, especially for people under the age of 34. During F2021, Northam offered 49.4% of all its job opportunities to candidates within this age group.

In F2021, 52.6% of new employees were recruited from our communities marking our dedication to developing and sustaining a workforce that represents the people living within our operating regions.

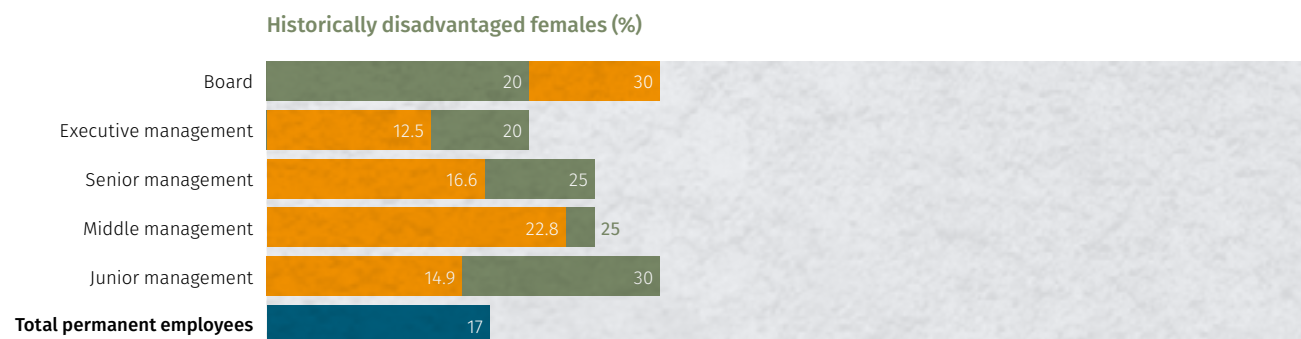
In F2021, 62%^{1A} (F2020: 60%) of Northam's management team were HDP.

Outlook

We will continue to optimise our transformation objectives at the same time as ensuring we attract and maintain the right balance of skills within the organisation to deliver optimum performance and achieve our business strategy. To achieve this we aspire to increase our workforce with 26% in the next five years.



¹ The term HDP excludes foreign nationals but includes white females



Our people > Diversity and inclusion

1 752

Permanent female
employees

24%

of total hires

16.7%

female

empowered
women**Women at mining**

By understanding the historical barriers women have faced in the workplace, we are better able to develop measures to attract, retain and empower women, and in doing so reap the economic benefits of their contribution to our teams. At Northam, women occupy jobs across the whole spectrum of our mining operations, including engineering, metallurgy, geology, ventilation and many other areas.

We are progressively integrating more women into our workforce and have increased female representation from 8% in F2016 to 16.7%^{1A} in F2021. Our female leaders, consisting of 117 (18%) highly-skilled individuals, possess unique feminine leadership qualities that are critical to the achievement of Northam's growth strategy.

Northam's current permanent workforce consists of 10 478^{1A} employees, 1 752 of which are permanent female employees (F2020: 1 486), representing 16.7% of our workforce (F2020: 15.2%). Our growth strategy provided an additional 309 jobs (F2019: 284) for women, accounting for 24% of total hires.

We have gender targets in place to increase the total number of female employees at all levels of management. We expect an additional 550 female employees to be integrated into our workforce within the next five years.

We are progressively
integrating more women
into our workforce and have
doubled female representation
in the last five years.

Our people > Diversity and inclusion

Women at mining focussed learning

Our learning and development initiatives not only encourage women to enter professions that have traditionally been male dominated, they also offer them the chance to seize opportunities when they arise. In F2021, women were promoted to positions such as Mine Overseer, Mechanised Miner, Shift Supervisor, Strata Control Officer, Metallurgist, Surveyor, Artisan, Management Accountant and Human Resources Business Partner. In F2021, our interventions focussing on women's learning and development included offering 32 bursaries, 28 internships, and 25 learnerships. These skills development programmes are offered to existing female employees to support their career development and provide opportunities to progress their careers within Northam and move up to managerial level.

Focussed leadership development training was offered to 64 women in F2021, including among other trainings, business administration post graduate diplomas for management development, and foreman and shift boss development programmes for junior managers and middle managers.

A total of 250 women in F2021 (F2020: 604) were enrolled in various learning programmes across the group.

We also offer learning and development to women in our local communities to build a source of female talent to recruit from. In F2021, we awarded 33% of cadetship opportunities to women living within our local communities.

Women at mining video

Following an increase in cases of gender-based violence across South Africa and also around the mines (especially during the pandemic), our Zondereinde operation launched a video celebrating Women's Month in August 2020. The video, which includes senior management, showcases the core jobs women do within Northam and touches on gender-based violence issues.

Learning and development for women at mining F2021

Female participation by percentage

Cadetship's

33%

F2020: 36%

Internship's

42%

F2020: 53%

Leadership training

27%

F2020: 31%

Integrated learning

44%

F2020: 41%

Engineering

23%

F2020: 35%



[Watch video](#)

Progressing womens' careers at Northam

We believe in developing future leaders from grassroots were we enable people to organise themselves in such a way that it will improve the social, cultural and economical wellbeing of their families, communities and societies.

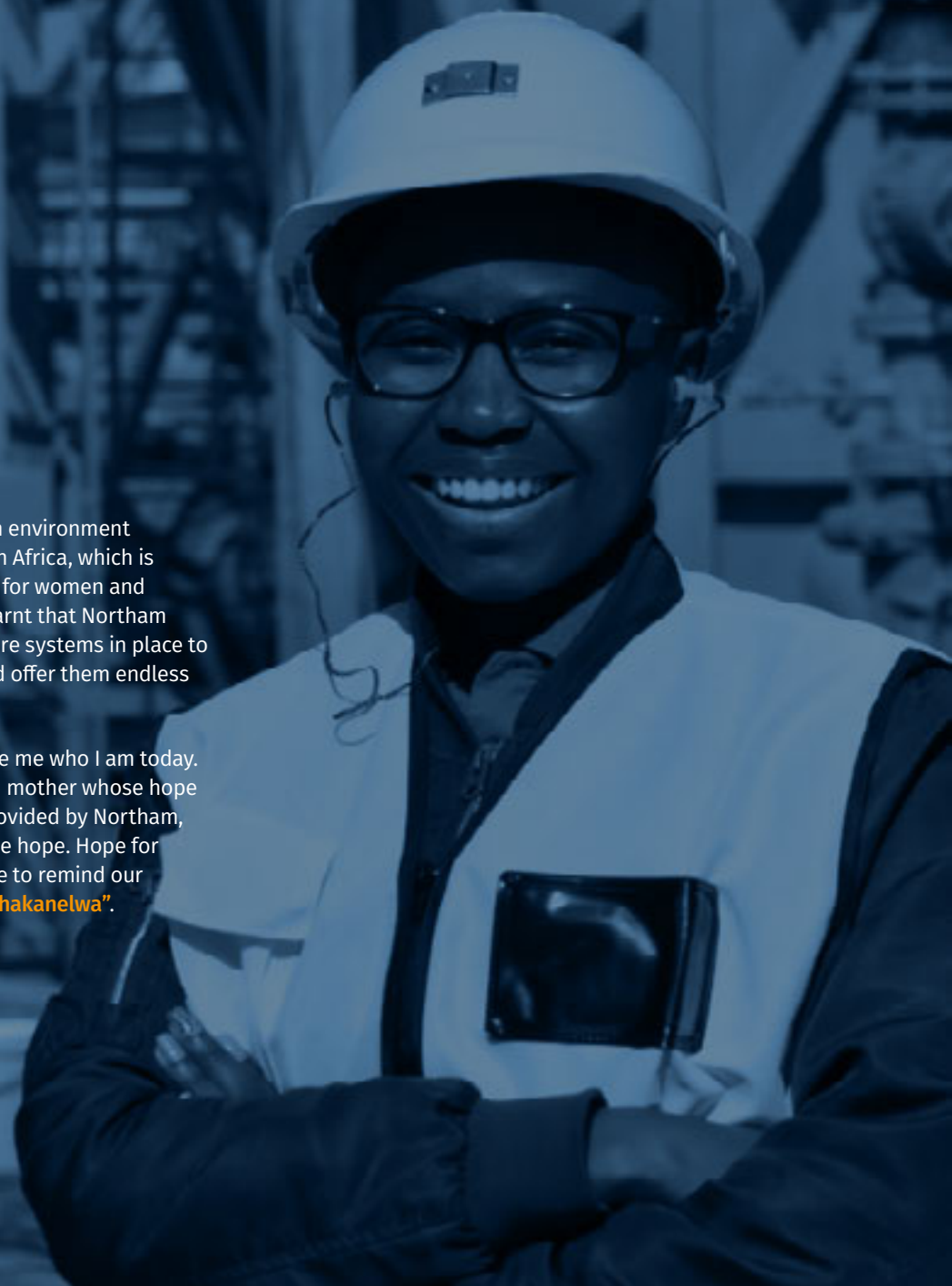
"Growing up, I always thought I wanted to be a lawyer. That was until I found out from Northam that I can actually be part of an industry that I thought was only for men. I can still remember my mother's joy when I came back from school with the good news that I had been selected for Northam's Child Bursary Scheme for girls. We both knew that it was a life changing blessing. My name is **Kutlwano Modise**, a 25 year-old woman and professional metallurgist at Northam Platinum.

Northam funded my education from high school until I completed my BTech with The University of Johannesburg in 2018. During university holidays, Northam offered me work at Zondereinde, which gave me invaluable experience and helped me understand what was expected as a Metallurgist. After my BTech I was appointed as a Metallurgical Administrator at Eland, one of Northam's newer operations. I have since been promoted to a Junior Metallurgist.

Initially, it was not easy to adapt in an environment dominated by men especially in South Africa, which is regarded as the most unsafe country for women and children. Despite the uneasiness, I learnt that Northam cares about my wellbeing and there are systems in place to protect women, give them a voice and offer them endless opportunities.

Being in the mining industry has made me who I am today. As a daughter of a single unemployed mother whose hope was restored by the opportunities provided by Northam, my great aspiration in life is to provide hope. Hope for women. Hope for children. I would like to remind our communities that "**ngwana sejo o a tlhakanelwa**".

Kutlwano Modise
Junior Metallurgist



Our people > Progressing womens' careers at Northam

Northam Platinum is a registered SAICA (South African Institute of Chartered Accountants) training office and with the help of our CFO, we aspire to develop new chartered accountants.



Thandi Mahoa joined the Group Services team at Northam in October 2017. She started off as an Assistant Financial Accountant working closely with our Accounting Services Manager for just over three years.

When Thandi joined Northam, she had a BCom Accounting Science degree obtained through part-time study at University of South Africa (UNISA). In 2020, she enrolled at the Milpark Institution to study towards CTA (Chartered Theory in Accounting).

In January 2021, she was offered a three-year SAICA traineeship, which we refer to as "doing your articles". The programme is governed by SAICA and will bring her a step closer to becoming a chartered accountant (SA). She works directly under the supervision of our CFO, and together with other colleagues who are also chartered accountants, the team is eager to share their knowledge and skills to help her grow into the accounting profession.



Roxanne Venter joined Northam's operations at Zondereinde in 2004 at only 19 years of age as a Temporary Assistant in the Accounting and Human Resources department. A year later, she was given a permanent position in the accounting department.

Over the next 14 years, Roxanne worked in various positions in the Accounting department while also completing a higher certificate in Economic and Management Science in 2015 and a Bachelor of Business Administration in 2019 with UNISA.

In 2017, she was transferred to Northam Group Services at Eland and was promoted to Assistant Financial Accountant in 2018. Following her desire to pursue a career in indirect taxation, Roxanne was given the opportunity in 2019 where she is now working under the guidance of the Group Tax Manager. She is currently studying towards a Postgraduate Diploma in Taxation to move further towards her future career goals.



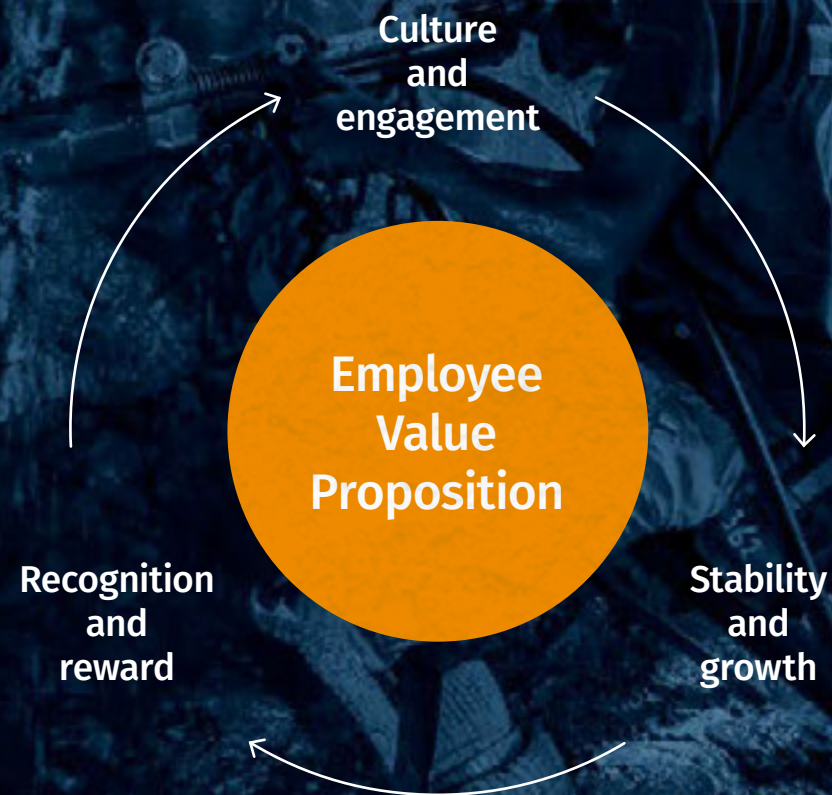
I will forever be grateful to numerous people: Northam management who were involved in creating and approving this golden opportunity, my previous manager, for believing and seeing my potential, and the corporate finance team for the motivation and taking the time and effort to push me to be the best version of myself.

Employee Value Proposition

The growth of our business ensures meaningful employment for our people and creates opportunities for training and skills development both for employees and the communities where we operate.

In the next five years, Northam will create approximately 3 700 new jobs and we need to ensure we can attract new talent while also retaining and developing the talent we already have in the business. Our status as a good employer within our local communities is central to successfully creating the size and quality of workforce we need to deliver our business strategy.

We aim to be the employer of choice wherever we operate and our employee value proposition (EVP) is the foundation of Northam's employer brand. It is a comprehensive set of offerings that represents our employee-centred approach and is consistent with our strategic objectives. The EVP consists of three interlinked elements: **culture and engagement**; **reward and recognition**; and **stability and growth**.



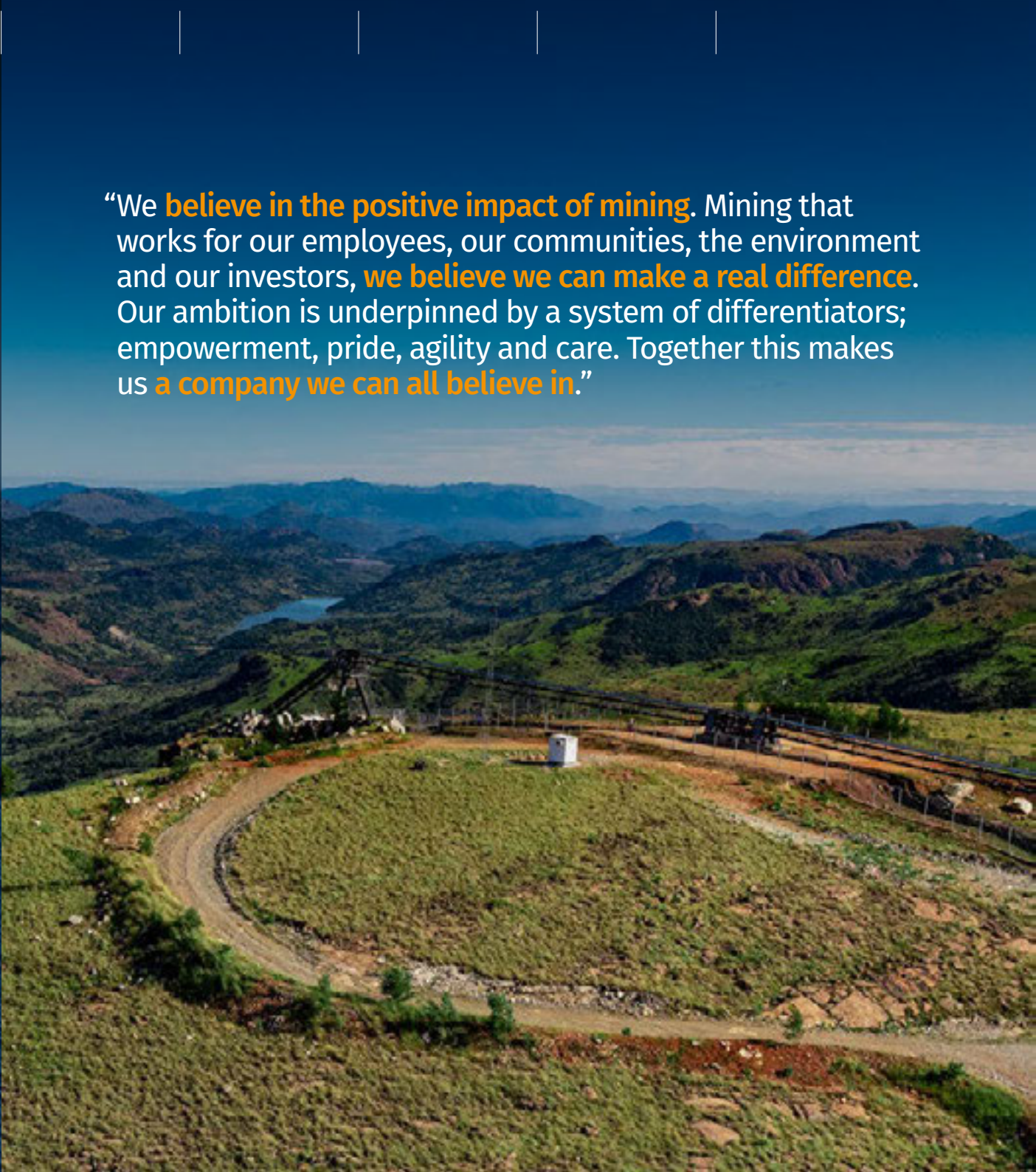


Culture and engagement

A unique culture in the workplace attracts talent, enhances employee engagement and satisfaction, and positively influences performance. At Northam, our culture is informed by a combination of our values, traditions, beliefs, interactions, behaviours, and attitudes. We also see our workplace culture as a central part of creating a safe and healthy work environment

Our purpose, which outlines our belief in the positive impact of mining, strongly supports our culture as does our commitment as a business to our country, our people and our product.

“We **believe in the positive impact of mining**. Mining that works for our employees, our communities, the environment and our investors, **we believe we can make a real difference**. Our ambition is underpinned by a system of differentiators; empowerment, pride, agility and care. Together this makes us **a company we can all believe in**.”

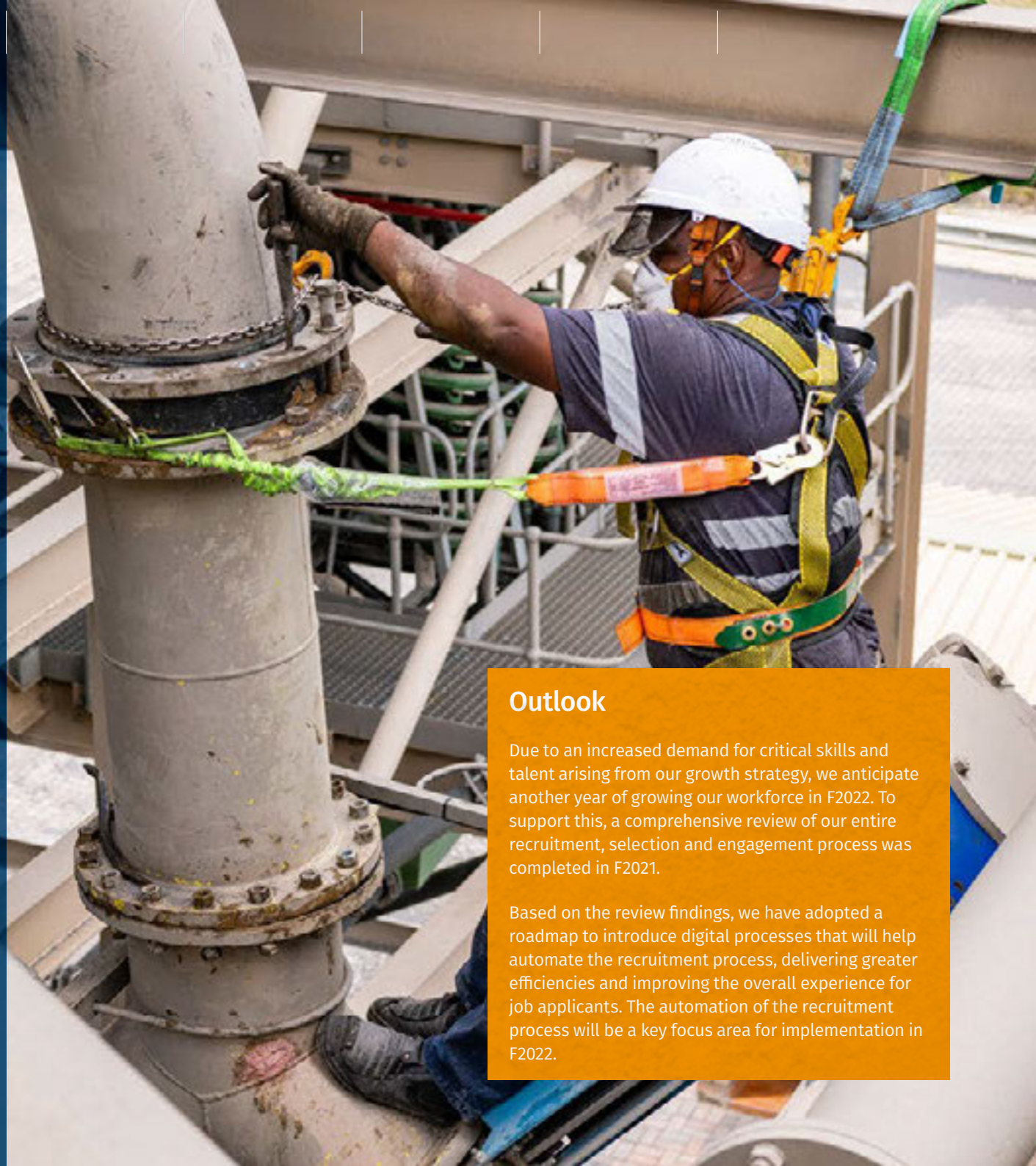




Stability and growth

The growth of our business ensures meaningful employment for our people and creates opportunities for skills development and training for our employees and the communities where we operate.

We employ 18 288 permanent and contractor employees at our three operations. Our workforce has grown by 38% since F2016. A total of 2 335 new jobs were created during this financial year. With the extended life of mine at Zondereinde and Booyseindal and the production ramp-up at Eland, we anticipate creating 3 700 more job opportunities in the next five years up to and including 2026. As our operations grow and mature, and we onboard a large number of new employees, career development opportunities will arise across our operations.



Outlook

Due to an increased demand for critical skills and talent arising from our growth strategy, we anticipate another year of growing our workforce in F2022. To support this, a comprehensive review of our entire recruitment, selection and engagement process was completed in F2021.

Based on the review findings, we have adopted a roadmap to introduce digital processes that will help automate the recruitment process, delivering greater efficiencies and improving the overall experience for job applicants. The automation of the recruitment process will be a key focus area for implementation in F2022.



Recognition and reward

We believe in fair remuneration for our people who work hard to ensure the success of Northam. Employees are rewarded through a combination of basic salary and relevant benefits. Our recognition and rewards programmes are designed around the following HR focus areas:



→ For more information on ownership, please refer to the Composite Transaction in our Annual integrated report 2021.

Employee recognition and reward measures

Toro employee share option plan (ESOP)

Beneficiaries

Category 02–10 employees at Zondereinde

What is it?

Employees share in a percentage of profits after every five-year interval

Award based on Zondereinde's profitability

Administered through a fully constituted trust

Northam share incentive plan

Beneficiaries

All managerial staff from middle management level and above

What is it?

Retention and performance shares awarded on an annual basis

Shares vest every three years

Performance shares are subject to safety, financial and production conditions being met

Performance bonus schemes

Beneficiaries

Team or group production bonuses

What is it?

Awards are based on team/group safety and achieving performance goals

Financial bonus awarded at a given frequency to recognise employees' contributions

What value does it create?

Provides a real "cash-in-hand" benefit for employees

Fosters teamwork and improved employee morale

Additional financial resources for retirement planning

What value does it create?

Positive impact on company and individual performance

Retention of core leadership and critical skills

Driving cooperation both in operations and across the group

Supports the achievement of safety and production targets

Aim to keep a low cost curve

Helps recruit top-quality employees to drive Northam's growth strategy

What value does it create?

Demonstrates Northam's commitment to our teams

Supports Northam's major safety and production initiatives

Reinforces teamwork, team identity and results



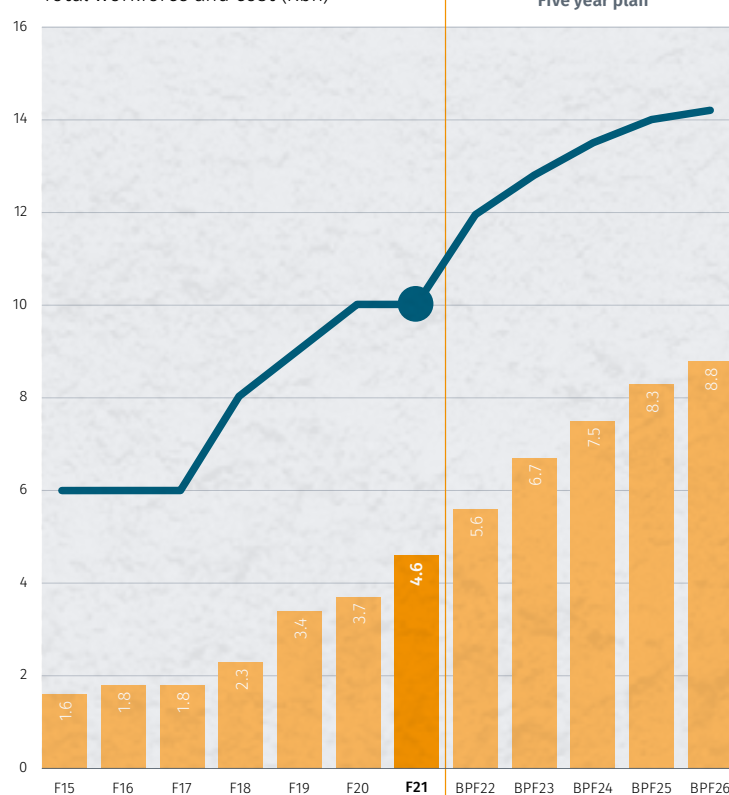
Recognition and reward

At Northam, we believe that recognising and rewarding our employees for their efforts helps create a positive workplace culture and employee experience, which boosts morale. This in turn fosters employee satisfaction, both with their jobs and the working environment.

In line with the growth in our workforce, Northam's wage bill has increased by 20% from R3.7 billion in F2020 to R4.6 billion F2021, and by 65% since 2015 (R1.6 billion).

Workforce profile and cost

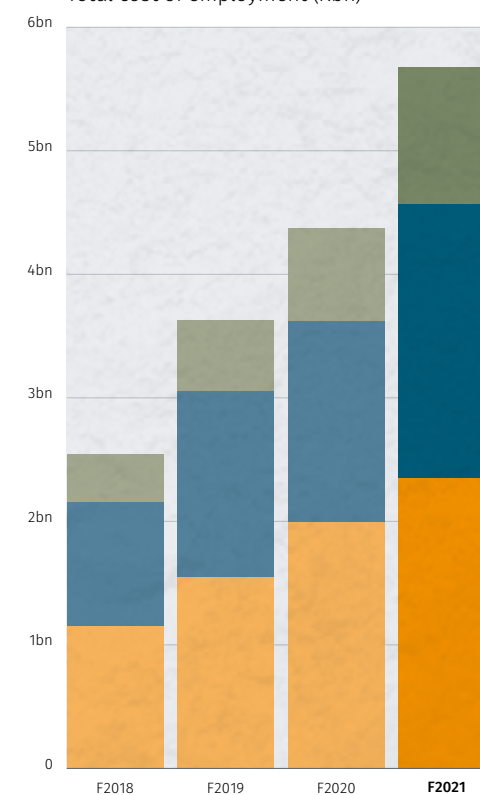
Total workforce and cost (Rbn)



Cost of workforce (Bn)
Total permanent workforce

Remuneration and benefits

Total cost of employment (Rbn)



Basic salary total
Benefits total
PAYE

Human rights and code of conduct

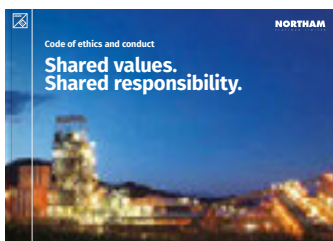
Northam upholds the basic labour rights of the Fundamental Rights Convention of the International Labour Organisation (ILO) through the implementation of fair employment practices.

In support of this, our policies and practices comply with South Africa's labour legislation and provide for fair treatment of our employees, irrespective of their origin, race or gender.

Our social, ethics, human resources and transformation committee plays a vital role in monitoring support and respect for internationally proclaimed human rights to ensure the company is not complicit in any infringements. Procedures are in place to deal with issues of discrimination and human rights transgressions.

Northam's code of ethics and conduct safeguard the rights of all employees to a working environment free of discrimination on the basis of race, gender, sexual orientation, religious belief, political affiliation, age or disability.

➔ **Refer to our code of ethics and conduct**



Refreshed code of conduct

During the second half of F2021, we refreshed the code of ethics and conduct and made the revised version available in five languages in order to promote common understanding across our diverse employee base. The roll out of the code included improved visibility and accessibility on the company website, within group operations and various sections of work. We printed and distributed flyers and posters to raise awareness and printed 25 000 copies of the code to distribute to employees, contractors and suppliers. We also ran interactive training and awareness sessions.

All employees are required to adhere to the company's code of ethics and conduct. Managers are obliged to take reasonable steps to ensure that employees are aware of and uphold the guidelines set out in the code. The steps include: consistently demonstrating exemplary behaviour; fostering a culture in which employees understand their responsibilities and feel comfortable in raising concerns without fear of retaliation or victimisation; ensuring that mandatory policies, standards and procedures are accessible and understood; and, responding promptly to legitimate concerns.

Northam has a whistle-blowing and ethics hotline that is accessible to all employees to raise concerns about behaviour or any activity that is contrary to our code of ethics and conduct.



Employee relations

At all of our operations, our primary objective is to maintain productive employee relations and foster a culture of fairness and respect.

At all Northam Operations, labour relations are considered mature and mutually respectful. During F2021, Zondereinde and Eland Mines experienced no unprotected strikes. There were no strikes and lock-outs that exceeded one week’s duration^{LA}. Booysendal Mine experienced an unprotected strike for one day in December 2020.

At Zondereinde, we recognise three trade unions, the National Union of Mineworkers (NUM), United Association of South Africa (UASA) and Solidarity, with 93%, 2.92% and 1.87% representation, respectively. The NUM has collective bargaining rights to engage with Northam on substantive issues as its representation passes the 33.3% recognition threshold. UASA and Solidarity do not pass the minimum threshold for representation at the bargaining unit.

At Zondereinde, wage negotiations commenced in mid-2021 as the current wage agreement lapsed at the end of June 2021. During the year, the relationships between Zondereinde Mine management and the unions were considered to be cordial.

At Booysendal mine, one trade union is recognised, the Association of Mineworkers and Construction Union (AMCU), representing 74.3% of employees. AMCU has collective bargaining rights to engage with Booysendal on substantive issues based on the 33.3% recognition threshold. AMCU also has the majority in the operators bargaining unit (74%).

In December 2019, Booysendal mine management and AMCU concluded a five-year wage agreement. This is the first wage agreement since the owner-operator model was introduced at Booysendal Mine in F2018. Wage negotiations will commence mid-2024 before the current wage agreement ends in July 2024. The relationship between Booysendal mine management and the unions is considered to be cordial.

One trade union, the NUM, is recognised at Eland Mine. NUM has overall labour representation at 65% and holds collective bargaining rights to engage with Eland Mine on substantive issues based on the 33.3% recognition threshold. Wage negotiations commenced in June 2021. The current conditions of employment are aligned to group practice.

Percentage of employees covered by collective bargaining agreements

Site	Total
Booyesendal	97.04% ^{LA}
Eland	83.08% ^{LA}
Zondereinde	96.05% ^{LA}



We believe that through constructive dialogue more can be achieved and the benefits are endless for all parties.

Housing and living conditions

Northam places a high premium on the accommodation and living conditions of its employees. Ensuring our people can gain access to high-quality living conditions supports our goal of being the employer of choice in the communities where we operate.

We promote homeownership as the preferred sustainable option for employee housing, while also recognising that renting and company-provided accommodation will always be required. Our commitment includes helping our employees to own their own home and we provide support with various purchasing options and financial assistance.

Eligible employees looking to buy a home can benefit from a substantial interest-free company loan of up to 30% of the purchase price (up to a maximum of R300,000). Houses need to be in close proximity to an employees' workplace and they can choose to buy a house in a Northam development or from the open market. To date we have supported 383 employees with loans totalling R90.9 million to buy 148 homes within Northam developments and 235 homes on the open market.

Following the success of the sold-out Lefika housing project at Zondereinde, where we built 69^{LA} housing units for an investment of R36.6 million, we will start a new development in F2022. The Lesedi village development will see 215 housing units built in three stages of just over 70 houses each. The first phase of the project is to complete surface infrastructure for all units. The first 70 units are expected to be completed by early 2023. The following stages of construction will follow pending the demand by employees, aiming for completion by mid-2025.

At Booyensdal, the Emaweni village home ownership project has developed 68^{LA} housing units at a cost of R51.2 million. The development was completed in February 2020 and 12 units were registered by the end of F2021. Phase II of the development for an additional 127 unit was approved in June 2021. Eland has only open market sales as there is ample stock available in the vicinity of Brits, Hartbeespoort, Pretoria and related residential areas.

The majority of the Northam-developed units were sold to first-time homeowners. This is of particular significance in the country, especially during a time when poverty, youth unemployment and property rentals are at an all-time high.

A living-out allowance and high-density accommodation is also available to employees who cannot yet afford to purchase their own home. Zondereinde's Madiba Residence accommodates some 2 680 employees on-site at the mine and is home to facilities that promote healthy lifestyles, such as an outdoor gym.

Housing and living conditions F2021

Zondereinde	No		30 June 2021
Freehold homeownership units (Mojuteng – Northam Town)	409 ^{LA}	Number of units sold	408
Freehold homeownership units (Phelabontle – Mogwase Town)	24 ^{LA}	Number of units sold	24
Company units available for rental or home ownership (Setaria)	601 ^{LA}	Number of units sold	12
Freehold homeownership units (Lefika – Northam Town)	69 ^{LA}	Number of units sold	69
Land acquisition Lesedi Village, Northam Town, 17 hectares		Value of land acquired for further development	R9 700 000
Number of home loans relating to Mojuteng	402	Loan value provided to employees	R122 643 545
Number of interest free loans	275	Interest free home loans provided to employees	R61 527 921
Number of employees receiving living out allowance	4 609	Living out allowance paid to employees	R167 006 042
Booyensdal			
Freehold rental units (company owned and leased units)	108	Number of units rented	94
Land acquisition in Mashishing (Extension 78) 17 hectares		Value of land acquired for further development	R6 045 000
Freehold homeownership units – Lydenburg Town Extension 79	68 ^{LA}	Number of units sold	12
Number of interest free loans	84	Interest free home loans provided to employees	R22 986 964
Number of employees receiving living out allowance	2 995	Living out allowance paid to employees	R138 184 869
Eland			
Number of interest free loans	24	Interest free home loans provided to employees	R6 451 550
Number of employees receiving living out allowance	536	Living out allowance paid to employees	R24 622 894

Emaweni village, Booysendal

After searching a while for an affordable house in Lydenburg, I heard about the Emaweni development from a friend. I decided to go and look at the development when I finished work one day. When I viewed one of the houses I was impressed and contacted Northam to arrange a viewing of houses in the development with my wife.

We decided to try and buy a house at Emaweni and the team Booysendal were very helpful throughout the process. They explained how the loan application worked and once I provided all the necessary documents, they were forwarded to a bond originator. The good thing about the process is that I did not run

around for the application. The company coordinated the application with the bank on my behalf and all communication was by telephone or email. After I was approved for a home loan, COVID-19 happened, but fortunately the loan and purchase could be completed and my family and I moved into our new home in October 2020.

Mecial Tau A Tona Chuene
Mechanised Shift Supervisor



Supporting open market purchases at Eland

When I first decided to buy a house for my children and I, I was worried because I knew how difficult it can be as a first-time buyer, especially saving a deposit for the purchase. This was until I found out about the housing subsidy from Northam. Once the team at Northam explained everything, I felt assured it was the right thing to do and didn't hesitate to take up the offer.

Once I was approved for the Northam housing subsidy I was kept up-to-date with the purchase and all communication between Northam and the real estate agency. I am delighted I took the offer and I finally have a house which me and my

kids have turned into a loving home. I have referred a few of my colleagues to the Northam scheme and am happy to say many took the advice and now also own a home because of the assistance provided by Northam.

I am forever grateful for the help I got from Northam and how the company is helping employees to turn their dream of owning a home into reality.

Annah Ngoma
Transport Logistics Clerk



Our communities

Our long-term strategic vision is to be one of the world's most respected specialist mining companies, setting new standards in growth, innovation and empowerment.

We believe in the positive impact of mining. Mining that benefits our employees, our communities, the environment and our investors. Implicit in this purpose is our goal to create value for our local communities in the South African provinces of Limpopo, Mpumalanga and North-West, sharing where possible the benefits of our mining activities.



Our approach to enhancing the socio-economic status of local and labour-sending areas is based on identified community needs and is aligned with the first UN SDG, as we take on poverty. We use multiple sources to jointly identify these needs, including direct engagement at mine level, municipality-level Integrated Development Plans, Social and Labour Plans, our local procurement plans, and Community Development Trusts that are in place at Booyendal and Zondereinde.



Community
engagement



Our
community
landscape



Uplifting our
communities



Inclusive
procurement,
supplier and
enterprise
development

Progress against our objectives

Approval of Social and Labour Plans (SLP) for Booyssendal, Eland and Zondereinde mines

Zondereinde SLP for the period 2021 to 2025 was approved in August 2021 and implementation is progressing well

Approvals for Booyssendal North, South and Eland still pending

→ See page 75

Implement Community Development Trust initiatives at Booyssendal and Zondereinde mines

The Trustees focussed on education and health initiatives such as building and upgrading schools, awarding bursaries to students in universities and colleges, health facilities and providing water in remote villages

→ See page 78

Job creation for mine communities

The company's expansion strategy and new mining projects coming on stream will create additional job opportunities in our mine communities. This expansion is still in progress and new hires are expected over the next few years

→ See page 40

Local communities' skills development and education

Northam spent R53.9 million on local communities' skills development and education during the year under review. A number of community learning and development initiatives were launched in the past year, as discussed in the Our people section

→ See page 73

Enhance local procurement to increase opportunities for businesses in our local communities

The number of local businesses which trade with Northam has grown, with a commensurate increase in local spend. This is the result of skills development for start-up businesses, and supplier development programmes for sustaining businesses

→ See page 80

Improve working relations between communities and the mines

Although there is some stabilisation and maturity in community relations, the current year has been characterised by the emergence of splinter groups which use protest action to ventilate their concerns ahead of potential local government elections in October 2021. These are traditionally associated with seeking opportunity, outside the established channels and forums, for procurement and employment, amongst others

We will continue to work to enhance relations with the communities around our operations by engaging them through existing formal communication structures, while we also work to find more effective ways of dealing with their concerns

→ See pages 65-67

Community engagement

Our belief in the positive impact of mining includes how we can make a difference to our local communities through job creation, skills development, preferential procurement opportunities and improving socio-economic circumstances.

Our sustainability policy requires that we recognise and uphold the rights of community members and that we contribute to the economic upliftment of local communities through positive engagement and contributions.





Engagement is at the heart of our community approach

We believe that strong interdependent relationships between Northam, local, provincial, and national government, our local communities and local companies, translates into meaningful and solution-driven engagements.

With effective stakeholder engagement and proactive communication, we create an externally conducive environment that supports our licence to operate and stimulates value-adding relationships between our mines and communities.

Each of our three mining operations has a different community landscape. Ongoing engagement provides the basis for how we support and interact with individual communities by jointly identifying community needs and concerns, and raising awareness of Northam's activities.

We have a stakeholder engagement team at each site that engages with local community engagement forums, local and tribal authorities in line with Northam's approach to consultation and engagement. Meetings take place monthly or quarterly depending on the need to discuss topics of interest or concern with local communities. In the past year the COVID-19 lockdown has reduced the frequency of meetings. Where possible we have promoted virtual discussions with community bodies.

How we engage

Our approach to engagement is designed to:

Each Northam mine has established a community engagement forum with host and local communities.

Through these forums and their associated sub-committees, we work to address a wide range of community issues that are frequently raised. These include: employment opportunities; skills acquisition; bursaries; preferential procurement opportunities; enterprise and supplier development; and basic infrastructure development.

The engagement forums generally include local Communal Property Associations (CPAs), business forums, unemployment forums, local municipality representatives, community leaders and traditional authorities, and other interested parties. Through our engagement forums we aim to facilitate open and transparent engagement to build trust, solve community issues and, ultimately, ensure mutual benefit.

Our guiding framework for community engagements is based on the terms of reference agreed with stakeholders and within our Social and Labour Plans (SLPs) (see p.[xx]), municipality Integrated Development Plans (IDP) and the South African Mining Charter, which is based on the Mineral and Petroleum Resources Development Act (MPRDA).

Understand key issues relating to our current and future activities and our stakeholders' needs

Provide a platform where stakeholders are able to raise their concerns

Ensure we apply best practice within our stakeholder relations division

Proactively identify affected stakeholders and key influencers who might have an impact on our projects and activities

Utilise effective methods to ensure information with regard to our projects and activities is communicated regularly, appropriately and transparently

Continuously build mutually beneficial relationships with our stakeholders and foster trust and respect



Partnerships point the way to healthier and safer communities



The town of Northam in Limpopo Province is located 18km from our Zondereinde mine.

The nearby townships of Mojuteng, Northam ext 6 and the Phelabontle development in Mogwase have all experienced significant population growth in recent years. Existing municipal infrastructure, which was already mature and in need of upgrade and repair, was unable to cope with this growth, especially in terms of wastewater effluent or sewage.

The local sewage works have been severely stretched over a number of years, causing discomfort and stress to residents, given the potential impact on their health. There are also reports of farmers' livestock in the area dying after grazing in polluted grasslands resulting from noxious effluent overflow.

Complaints lodged with the Thabazimbi Local Municipality (TLM) had remained unresolved for a number of years. An intervention in January 2020 from

the NGO, Lawyers for Human Rights, on behalf of a group of local farmers, resulted in the Municipality being given a directive to take corrective measures or face prosecution.

Zondereinde has historically been committed to working with the municipality on its Integrated Development Plan (IDP) projects. After discussions with the TLM, Zondereinde committed R750 000 to upgrade the sewage plant and to support the TLM with the required resources.

To date, the pump mechanisms have been automated, the premises have been fenced and barrier walls upgraded, and the pumps and connections have been repaired with additional pumping capacity installed.

With these repairs and installations the immediate danger of the effluent contamination has been contained, while work continues on additional upgrades in order to keep up with population growth and development in the area.

Our community landscape

We recognise our responsibility to share the value we create at our mining operations, in order to contribute to the socio-economic upliftment of our communities.

Northam's corporate responsibility covers environmental and social impacts within our socio economic scope.

Our stakeholder engagement teams are equipped with the necessary skills to execute our key external activities successfully and effectively.



Zondereinde and Eland mine communities

Zondereinde mine

Situated in the Limpopo province at the northern end of the western limb of the Bushveld Complex, located near the town of Thabazimbi. Local community stakeholders at Zondereinde are dispersed across two main areas comprising 37 villages within the Moses Kotane and Thabazimbi Local Municipality. Two tribal authorities operate in these areas, the Bakgatla ba Kgafela and the BaPhalane ba Ramokoka. Zondereinde mine also has a significant number of migrant labourers from the Eastern Cape, particularly the O.R. Tambo District Municipality, which qualifies it as a 'mine community' and 'labour-sending area'.

Zondereinde mine has established various engagement platforms that segment communities within their areas of need. Meetings with the Bakgatla ba Kgafela, BaPhalane ba Ramokoka unemployment forums, and Thabazimbi local municipality are held on a monthly basis, while quarterly encounters are held with the Moses Kotane municipality and Tier 1 Business Forum. The mine allows for ad hoc meetings as when the need arises.

There have been no community protests in the current reporting period. The challenge of dissenting groups emerging in the various communities is a risk that has to date been managed effectively: grievances raised are addressed swiftly within the appropriate engagement structures. A material grievance (relating to procurement opportunities) raised by locals was satisfactorily addressed when the Minerals and Energy Portfolio Committee visited the mine late last year to engage management on alleged challenges faced by small local community businesses when trying to access procurement opportunities. The engagement was handled professionally.

Eland mine

Located in Brits, North West province, our Eland mine is also located in the western limb of the Bushveld Complex. It is adjacent to the townships of Mmakau, Mothotlung, Damonsville, Oukasie and Bakgatla-Ba-Rampakong in the Madibeng Local Municipality. Meaningful relationships have been established with the Madibeng Local Municipality, ward councillors, business forums and the Bakgatla-Ba-Rampakong Land Claimants in these communities. Quarterly meetings are held with key stakeholders on issues relating to our operations and on employment opportunities and community challenges.

The main grievance in 2021 was raised by the Elandsrand and Oukasie Community Forum, alleging lack of consultation during the development of the SLP. After an engagement process including additional community members, the Madibeng Local Municipality and the DMRE, the SLP was resubmitted to the satisfaction of all the stakeholders.

During the current financial year Eland mine experienced five incidences of community unrest. These were related to unrealistic employment demands, such as demands to immediately hire 500 community members although there were no existing vacancies at the mine. The desperation is caused by high unemployment in surrounding communities. According to Stats SA, the unemployment rate in Madibeng Local Municipality is 30.4% and the youth unemployment rate is 38.2%. The company continues to engage on this and other issues through the established quarterly stakeholder engagement forum and ad hoc meetings requested by community leaders. The company managed to address the issues effectively through the established engagement forums.

Booyseendal mine communities

Booyseendal mine is located at the border of the Limpopo and Mpumalanga Provinces and within the geographical area of two municipalities; the Fetakgomo Tubatse Local Municipality in Limpopo and Thaba Chweu Local Municipality in Mpumalanga. Booyseendal's local community stakeholders come from these two municipal areas.

Booyseendal's stakeholder engagement team aims to build meaningful relationships with the local municipalities, community forums, and business forums. These forums meet monthly to discuss issues on recruitment, business opportunities and local development programs.

Booyseendal recruits the majority of its employees locally and local people constitute 91% of the labour force. Despite the above recruitment the mine experienced community unrest where protesters demanded employment and procurement opportunities. Such issues were addressed through the mine's established engagement forums.



Uplifting our communities

Northam supports local communities by creating jobs at our mines, developing skills, supporting basic infrastructure improvements, and offering procurement opportunities for locally-run businesses where we operate to provide much-needed economic activity.



Job creation and skills development

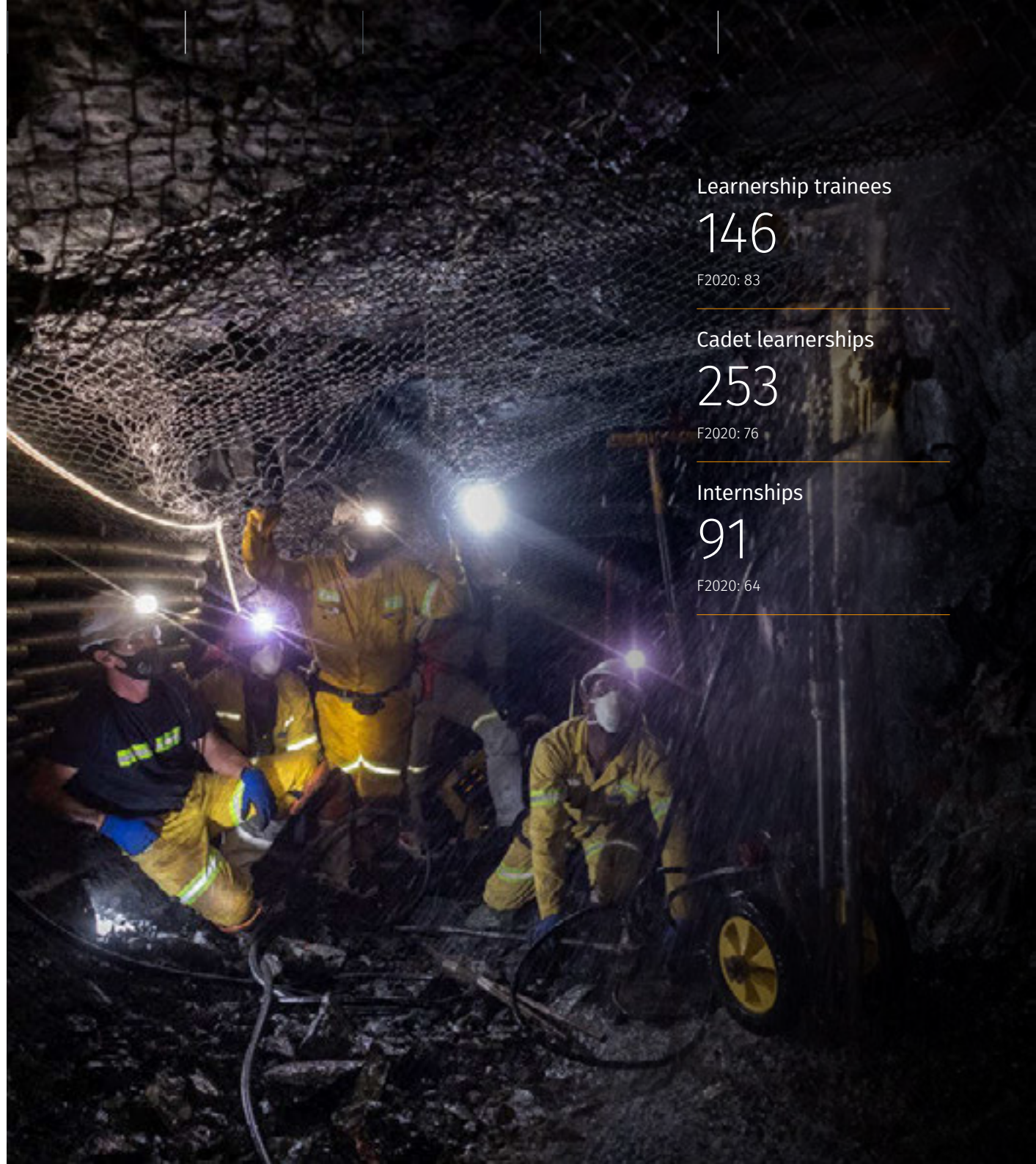
Since the start of Northam's growth strategy in 2015, we have created more than 4 000 jobs as our operations grow in size and number.

In F2021, 717 new jobs were created directly by Northam and approximately 112 employment opportunities were created to support our mine communities. In the next five years, we expect to create another 3 700 new jobs and we will continue to support employment from our local communities.

A lack of education and skills training has affected the employability of many South Africans and contributes to high levels of unemployment in our country. It also restricts the pipeline of suitably skilled labour for the South African mining industry.

Shortfalls are particularly pronounced in mathematics, languages, and science and technology, all of which are necessary for the workforce to understand and use the latest production and information systems. Northam requires various skills for a range of activities, from conventional and mechanised mining to minerals processing and engineering skills.

We focus on enhancing employability within our local communities through training programmes, learnerships, internships, and cadetships. In F2021, 146 (F2020: 83) learnership trainees were local people who received training on trades such as electrics, boiler making, and fitting and turning. Our cadetship programme aims to increase community employment opportunities through a four-month training programme, including basic entry level skills for mining and minerals processing. 253 community members (F2020: 76) received cadet learnerships in F2021. The company also invests in literacy development in our local communities. In F2021 the company provided internships to 91 people (F2020: 64) and absorbed 18 into its workforce.



Learnership trainees

146

F2020: 83

Cadet learnerships

253

F2020: 76

Internships

91

F2020: 64

Community investment

In F2021, Northam spent R1 billion (based on updated SLP expenditure below) on a wide range of mine and labour sending community development projects (F2020: R653.4 million) as summarised below.

1.

Social and Labour Plans

R1.6m spent on home ownership

R53.9 million spent on human resources development

R34.5 million spent on local community development

Expenditure

R90m

2.

Corporate social investment

Initiatives that focus on urgent needs, including early learning development, education, health and community relief.

Expenditure

R8.1m^{LA}

3.

Community trusts

Community development activities for the benefit, empowerment and upliftment of local beneficiaries. Funds spent on health care initiatives, education and development.

Expenditure

R9.8m

4.

Local preferential procurement from mine communities

Procuring goods and services locally to contribute to local economic activity, employment creation and skills transfer.

Expenditure

R6.8m

5.

Enterprise and supplier development

Training and development of aspiring local entrepreneurs and suppliers as a commitment to the growth and sustainability of our local communities.

Expenditure

R886m

Group operations' SLPs focus largely on the following areas:



Human resources development

Mine community development

Housing and living conditions

Management of downscaling
and retrenchments

Preferential procurement

Social and labour plans

The regulations of the Minerals and Petroleum Resources Development Act (MPRDA) provide a number of mechanisms to ensure mining delivers a transformative effect in South Africa.

Of these mechanisms, the Social and Labour Plans (SLP) focus on development for employees and communities. All mining companies are required to submit a SLP to the Department of Mineral Resources and Energy (DMRE) when applying for a mining right. SLPs contain specific commitments by mining companies over a five-year period that become legally binding on approval.

In F2021, Northam spent R34.5 million^{1A} on community development projects linked to our SLPs (F2020: R37.3 million). These projects included infrastructure development, education and health support.

In F2021, Zondereinde finalised and submitted a new five-year SLP for F2021 to F2025. The plan focuses on ensuring that our mining activities continue to cater for the needs of our communities and the SLP has been approved by DMRE. All projects from our previous SLP have been finalised and an SLP close-out report has been submitted to the regulator. Due to the COVID-19 pandemic some of our school infrastructure projects in the labour sending areas are awaiting completion. This has been communicated to the regulator in the SLP close-out report and the projects will be completed in early F2022.

The following is a summary of F2021 group SLP projects

(R7.2 million projects consisted of F2020 projects that were almost complete)

● Project completed ● Project in progress

Project	Scope	Actual spend	Status	Beneficiaries
Installing pre-paid water meters	Installing pre-paid water meters in Mojuteng and Lefika as a pilot project for municipality income generation	R1 474 445	●	Northam – Mojuteng and Lefika Ext. 2 communities and Thabazimbi Local Municipality
Paving of access-way at Waterberg T-VET College	Paving and storm water drainage for the gravel road leading to Waterberg TVET College in Regorogile, Thabazimbi	R1 800 986	●	Thabazimbi, Regorogile 2, Northam, Smashblock communities
Maths and science support	Provision of Saturday lessons, school camp for matriculants of all five High Schools in Thabazimbi Local Municipality, which was held at Mabogopedi High School	R1 063 016	●	More than 2 500 learners benefitted from Koedoeskop, Northam, Smashblock, and Rooiberg communities
Eastern Cape Schools – Sichwe JSS	Construction of 6 classrooms and ablution facilities; provision of water through a borehole	R702 472	●	Ndingi – Sichwe, Lusikisiki communities
Eastern Cape Schools – Emnyezweni JSS	Construction of 6 classrooms and ablution facilities; provision of water through a borehole	R436 523	●	Nyarheni Kwa Bala – Lusikisiki communities
Eastern Cape Schools – Mbotyi JSSS	Construction of 2 grade R classes; provision of a borehole; upgrade of ablution facilities and playground	R382 528	●	Mbotyi – Lusikisiki communities
Northam Community Park	Construction of a community recreational park in Northam ext.2. Including fencing, ablution facilities, braai area, and playground. Six months of park maintenance	R1 880 649	●	Northam community
Kiwi Community Clinic	Construction and equipping of a clinic in the Kiwi community	R4 760 000	●	Thaba chweu Municipality ward communities
Tonteldoos refurbishment of schools	Tonteldoos refurbishment of schools	R1 800 000	●	Draaikral community
Ngwaabe Combined Schools Science Laboratory	Construction of a maths and science laboratory in the Fetakgomo Tubatse Local Municipality	R139 469	●	The Lab benefits approximately 350 maths and science learners per annum year
Lydenburg road	Restoration of the Potgieter Road in Lydenburg town	R10 666 069	●	Lydenburg community
Agri-school and LED Project	Training, skills transfer and entrepreneurship development for emerging farmers in the local communities at Eland	R2 200 000	●	Creating skilled farmers with a formal qualification in animal or plant production in adjacent local communities

Supporting communities through COVID-19

The ongoing COVID-19 pandemic has affected all of our local communities.

At Zondereinde, we supported the local community's response by funding the development of a COVID-19 ward at Thabazimbi Hospital, which had no facilities to treat those who were seriously ill with the virus. This included funding for all the required facilities, including beds and equipment. The handover of the ward was made jointly with Anglo American Platinum and Sishen Iron Ore Community Development Trust, which also donated to Thabazimbi Hospital. The Member of the Executive for health in Limpopo, Phophi Constance Ramathuba was present at the hand over.

Through the Zondereinde community trust, we also donated COVID PPE to the value of R1.25 million in two tranches to primary healthcare facilities in the Thabazimbi municipal area, to one of our local communities, and to the Moses Kotane Local Municipality, a labour-sending area.

Zondereinde mine has also donated masks and sanitisers to various sectors of our communities, including schools, early childhood development centres, tribal authorities and primary health care facilities.

Community social investment

Over and above our SLP commitments, we identify and support worthy causes that meet the immediate needs of our local communities and which are aligned with local economic development priorities. These projects support our commitment to remain active and visible in communities that fall outside the reach of our SLPs. These projects are essential to ensure that our mining has positive impact and they help to build and maintain our community relationships.

Northam spent a total of **R8.1 million^{LA} on community social investment projects in F2021 (F2020: R7.1 million).**



Community trusts focussed on health and education

Our two community trusts, one at Zondereinde and one at Booysendal, were established in 2015, with the specific purpose of delivering local health care and education projects.

Starting in 2021, Northam Zondereinde community trust partnered with the North West province Department of Education (DoE) and Sun International to build the classrooms, kitchen and the ablution facilities at Lerome Secondary school located within the mine community in Moruleng at a cost of R5.5million. The project handover should take place in F2022.

Due to a lack of clean drinking water, the Zondereinde community trust initiated a project of drilling boreholes to provide potable water to local schools in Sesifkile, Mmorogong, Baphalane and Kraalhoek in a project valued at R635 102. The trust also provided basic hygiene packs to school children from Northam, Smashblock, Regorogile, Ramokokastad, Pylkop, Bojating and Mmorogong communities at a cost of R29 981. In addition, Zondereinde trust also spent R672 562 in the current financial year to support students that require financial assistance with the purpose of improving education levels.

In addition, Northam Platinum donated R1 million each to the Booysendal and the Zondereinde community trusts to help combat COVID-19. The Zondereinde Trust used the donation, plus an additional R200 000, to provide PPE and healthcare equipment to primary healthcare centres around the communities of Northam, Koedoeskop, Mogwase/ Baphalane, Disake, Moruleng, Sandfontein, Kraalhoek, Mantserre, Sefikile, Smashblock, Regorogile 1, and Regorogile 2.



Bringing primary health care to 5 000 people – the Booysendal Kiwi clinic



A community clinic, The Kiwi Clinic, funded by Northam's Booysendal community trust, was opened by the Mpumalanga Health MEC, Ms Sasekani Manzini, in April 2021.

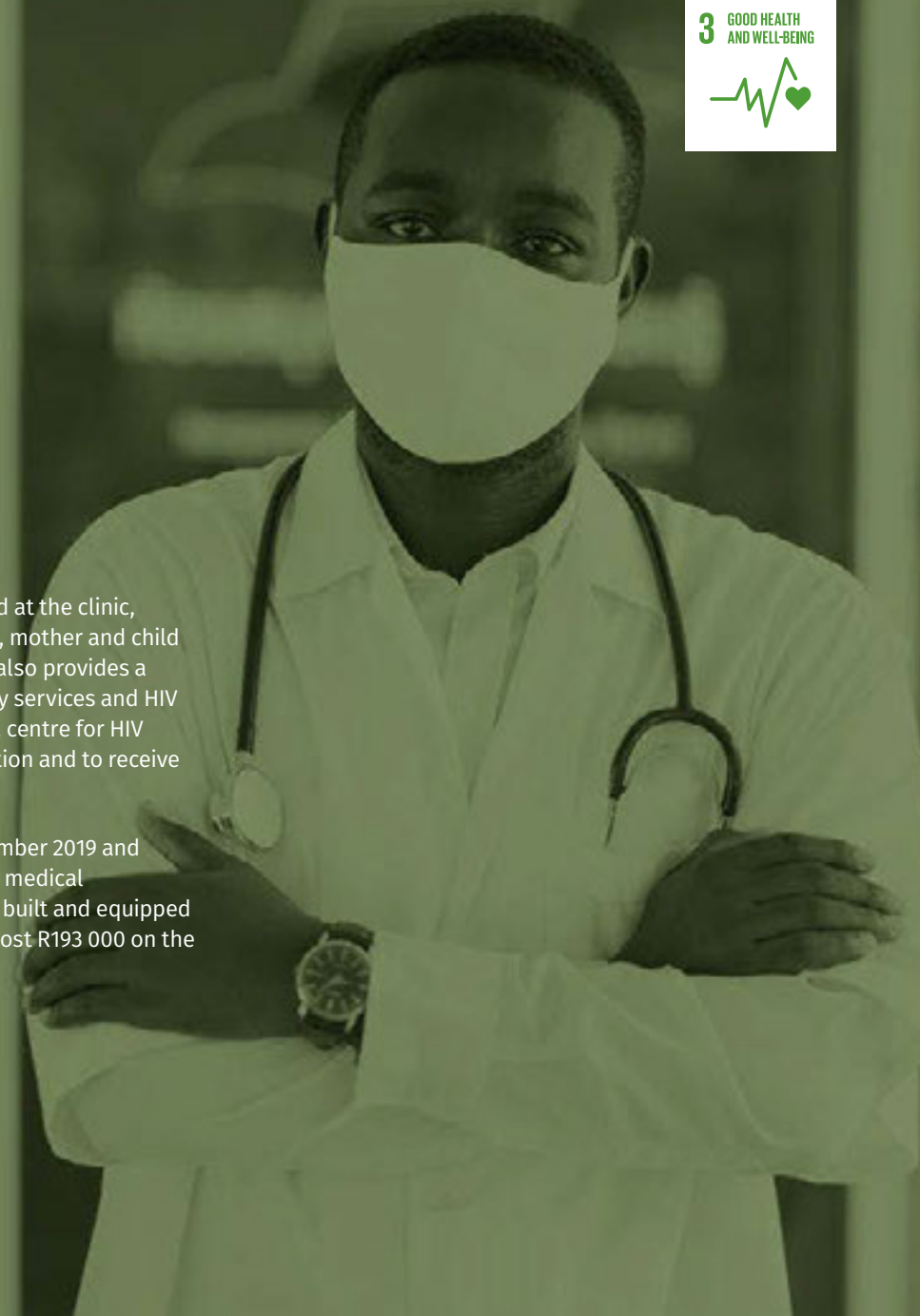
The clinic serves a total population of approximately 5 000 people from the settlements of Kiwi, Shaga, Rooikrams, Bosfontein, Boshoeck, Schaapskraal, Pakaneng and Draaikraal, all of them within a radius of 20km of the Booysendal mine.

In the three months since its opening, the clinic has attended to approximately 600 patients, who have previously struggled to access adequate health care in the area, and who find the travel to the larger centres in the province to be prohibitively expensive.

Knowledge levels about health in the local community are basic, meaning the advice and services provided by the Kiwi Clinic make a very real difference to the community members' daily lives.

Many aspects of child care are addressed at the clinic, including ante-natal and post-natal care, mother and child services, and family planning. The clinic also provides a facility for chronic conditions, emergency services and HIV testing. In addition, the clinic serves as a centre for HIV positive patients to collect their medication and to receive associated advice.

Construction of the clinic began in November 2019 and was completed in January 2021 when the medical equipment was delivered. The clinic was built and equipped at a cost of R5.09 million, a saving of almost R193 000 on the initial budget.



Inclusive procurement

Northam's approach to procurement is based on the principles of inclusivity and transformation.

In line with the South African Mining Charter, our group purchasing practices aim to support South African companies owned and controlled by Historically Disadvantaged Persons (HDPs) and BEE compliant companies that meet our procurement team's requirements for administration and governance.

In the last five years, we have increased our procurement spend with HDP suppliers by 127%, growing from R3.0 billion in F2017, to R6.8 billion in F2021 (F2020: R5.1 billion).



Enterprise and supplier development

There are clear challenges to operating in rural communities, such as poor infrastructure, limited employment opportunities, challenges with employability and skills shortages.

To make our mining work for local communities, we aim to alleviate these social challenges with our Enterprise and Supplier Development (ESD) programme. In line with our growth strategy we are committed to increasing our local procurement spend and support the development of local small, medium and micro enterprises (SMMEs).

We collaborate with an enterprise development partner to increase the number of local suppliers we use and our local procurement spend. We support the skills and capability of existing and potential 'doorstep' suppliers using internal resources and subject matter experts within Northam. We also pay local suppliers within seven days to help with cashflow and provide financial stability.

Initiatives within our ESD programme include:

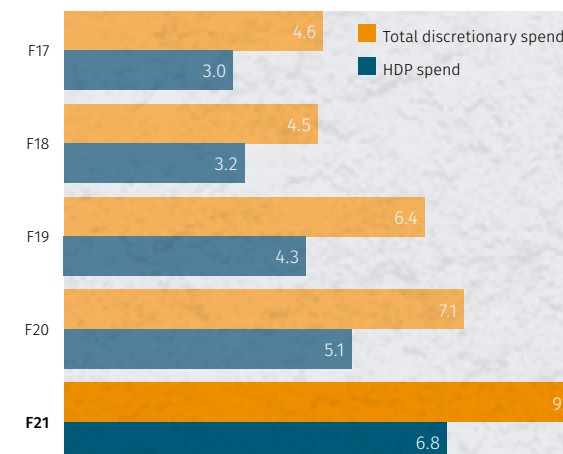
- Continually identifying procurement opportunities for local, community-based suppliers
- Hosting regular open days where procurement opportunities are shared with the community along with details of Northam's vendor administration and governance systems

- An entrepreneur skills development and incubation programme, in which business owners/entrepreneurs of local SMMEs are coached on tendering, pricing, invoicing, branding, and other capacity building initiatives. This was a very successful programme, with approximately 300 attendees at the business skills workshop, and the daily walk-ins at the SMME workshop recorded at 158, and a similar number attending the incubation programme
- Mentoring of SMMEs
- Favourable invoice settlement terms for local SMMEs that are a part of the ESD programme

The foundations created by our ESD programmes have allowed Northam to procure goods and services worth R2.1 billion from its local community-based companies over the past five years. Over the same period, the number of local community-based suppliers registered on our vendor database has increased from 26 in F2017 to 136 in F2021 (2020: 96). This has contributed to our growing annual local procurement spend from R48 million in F2017 to R886 million in F2021 (F2020: R602 million).

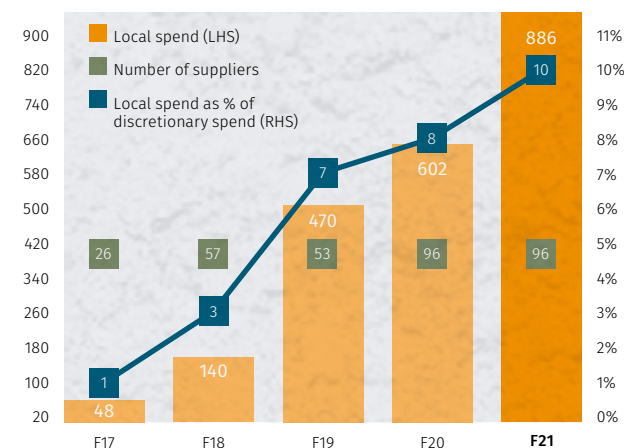
Northam's consolidated HDP procurement spend – F2017 to F2021

Total discretionary spend (ZAR billion)



Northam's consolidated local procurement spend – F2017 to F2021

Local spend (ZAR million)



Supporting national development and the SDGs

Beyond the immediate needs of our local communities, Northam's community solutions are developed in line with South African and international development goals.

The Minerals and Petroleum Resources Development Regulations (MPRDA Regulations), make provision for equitable access to, and sustainable development of South Africa's mineral and petroleum resources. The regulations promote the rights and interests of mine communities. At Northam we are committed to investing in the development of our communities, enhancing their safety, security, vitality, health and infrastructure in line with the regulations.

Our approach is also consistent with South Africa's National Development Plan (NDP) and the United Nations' Global Sustainable Development Goals (SDGs) (see page 12 for more on Northam and the SDGs). Furthermore Northam paid an amount of R 3 673 686 369^{LA} taxes to government and R1 541 325 609^{LA} for royalties.

The NDP focuses on eliminating poverty, reducing inequalities and growing an inclusive economy in South Africa by 2030. Its goals are aligned with the UN SDGs. We seek to enable the goals of the SDGs and the NDP primarily in our community upliftment programmes, which is at the heart of public-private partnerships, a key tenet of the NDP.

The aims of the SDGs and the NDP are enabled through national policies and regulations.



Outlook

Northam approaches development of local and labour sending communities in three ways; focussing on high-impact infrastructure projects, education (bursaries, skills development and early childhood development) and health, as well as providing support for other critical unplanned needs as they arise. Our community planning covers a five-year period and is based on identified community and local municipality needs around our operations.



Our environment

Northam's approach to environmental management and reporting focuses primarily on climate change and energy, land stewardship, rehabilitation and biodiversity, and water, waste and emissions.

We continuously work to improve our environmental management and business systems in line with our objective to reduce the environmental impact of our operations. We do this with thorough planning, responsible mining and a goal of exceptional operational management and monitoring.

We work in line with strict operating standards and are working towards all of our operations being certified to international environmental management systems. Northam's mining and exploration activities are subject to various laws and regulations governing the protection of the environment. Compliance with these regulations is our minimum standard.

A photograph of a wind turbine and solar panels, representing climate change and energy.

Climate
change and
energy

A photograph of air quality monitoring equipment, representing air quality management.

Air quality
management

A photograph of a landscape with vegetation, representing land management and biodiversity.

Land
management
and
biodiversity

A photograph of a worker in a hard hat, representing water, waste, and tailings management.

Water, waste,
and tailings
management

Progress against our objectives

Approval of Buttonshope Trust biodiversity management plan

Biodiversity Management Plan (BMP) has been developed which is being informed by specialist studies undertaken within the Conservancy area. These include flora and fauna studies completed in April 2021, together with an ongoing multi-year study of the *Dyticopycna Sylvia cicada*. Fire prevention, anti-poaching and alien plant control also form part of the BMP. To date a number of previously undescribed species have been identified and will contribute to the expansion of the national species database

Approval of the emissions offset implementation plan for the Zondereinde mine smelter plant

The offset plan has been approved by the regulatory body, Zondereinde is now in the process of implementing the offset plan

Monitor the application for the amendment of the Integrated Water Use Licence (IWULs)

The regulator has not yet approved the amendment of our Integrated Water Use Licenses (IWUL). Correspondence between the regulator and our mines continues

Monitor the application/ installation of an improved mine-wide water reticulation management system to account more accurately for the water in the system

The improvement of the mine-wide water reticulation management system initiative is ongoing

Implementing the IsoMetrix system to improve data and information management

IsoMetrix is an Environmental Health and Safety (EHS) system that has recently been implemented to assist with data management and standardisation. The system went live in August 2021

Conclude the Task Force on Climate-related Financial Disclosure project

The Task Force on Climate-related Financial Disclosure project has been concluded and the recommendations are being implemented

Climate change and greenhouse gas emissions

F2021 saw Northam accelerate its response to climate change. Following a detailed review, we have developed a new energy policy, established energy use targets and agreed a new 10MW solar power project at Zondereinde, adding to our two existing 1MW projects at Eland and Booyssendal.

An assessment against the requirements of the Task Force on Climate-related Financial Disclosures (TCFD) was also completed in F2021 to help Northam understand the climate-related risks and opportunities we could face. The review followed the recommended TCFD best practice approach which considers both transition and physical risks of climate change.

The board health, safety and environmental (HSE) committee is tasked by Northam Board to oversee and approve climate change-related policies and monitor performance and compliance. The CEO is responsible for ensuring proper formulation and execution of strategy and policies and is accountable to the Board through HSE committee. Reports on new developments, performance and compliance are reported to the Board on quarterly basis.

In June 2021, the HSE committee approved a new policy and targets for reducing greenhouse gas (GHG) emissions and implementation of the findings of our review into the Task Force for Climate-related Financial Disclosure (TCFD) reporting requirements.

Our environment > Climate change and greenhouse gas emissions

Climate change targets

Northam will reduce its greenhouse gas emissions by 27% and carbon intensity by 60% by 2030 from a 2019 baseline.

Northam Platinum energy policy statement

Northam is a growing company that is committed to reducing its energy intensity. To achieve this Northam is committed to:

- Assessing and mitigating energy and climate change risk;
- Setting energy intensity reduction targets from a base date of 2019 and monitoring performance against these targets;
- Developing and implementing strategies to reduce energy cost and energy intensity through:
 - Improving energy efficiency at existing operations,
 - Considering energy efficiency and Green House Gas emission impacts for all new projects,
 - Using energy from renewable sources
- Accurately measuring and providing disclosure on our greenhouse gas emissions; and
- Encouraging business partners and suppliers to adopt similar practices.

Management, employees and contractors working at the operations play a critical role in supporting this policy by taking ownership for, and participating in, energy management initiatives and activities as well as integrating and considering the carbon impact in everyday decision-making and practices.

Task Force on Climate-Related Financial Disclosure (TCFD) recommendations and supporting recommended disclosures

Governance

Recommended disclosures	References
(a) Describe the board's oversight of climate-related risks and opportunities.	See CDP submission (C1.1b) → See page 87 of this report
(b) Describe management's role in assessing and managing climate related risks and opportunities.	See CDP submission (C1.2a) → See page 88 of this report

Strategy

Recommended disclosures	References
(a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	See CDP submission (C2.4a)
(b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	See CDP submission (C2.1b), (C2.3a), (C3.1d) and (C3.1e)
(c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	See CDP submission (C3.1f)

Risk management

Recommended disclosures	References
(a) Describe the organisation's processes for identifying and assessing climate-related risks.	See CDP submission (C2.2) → Refer to pages 49 and 50 of our Annual integrated report 2021
(b) Describe the organisation's processes for managing climate-related risk.	See CDP submission (C2.2) → Refer to pages 57 and 63 of our Annual integrated report 2021
(c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	See CDP submission (C2.2) → Refer to pages 49 and 50 of our Annual integrated report 2021

Metrics and Targets

Recommended disclosures	References
(a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	→ See page 90 of this report
(b) Disclose scope 1, scope 2, and, if appropriate, scope 3 greenhouse gas (GHG) emissions, and the related risks.	→ See page 91 of this report
(c) Describe the targets used by the organisation to manage climate related risks and opportunities and performance against targets.	→ See pages 90 and 91 of this report

Energy intensity improvement

26%

since 2019

GHG emissions intensity reduction

24%

since 2019

Expected electricity generation

17 GWh

annually

Managing our energy use and GHGs

Northam obtains the bulk supply of its energy from Eskom, South Africa's national energy supplier.

Unreliable electricity supply, with planned and unplanned power outages, poses a risk to our operations, impacting our production and compromising the safety of our underground employees.

Given the group's growth strategy, energy consumption has increased over the past five years. Against this background and with continued future growth planned, our focus is on managing energy efficiency and improving energy intensity. Energy intensity has improved by 20% in F2021.

Since the inception of the group, with the establishment of the Zondereinde operation, energy efficiency has always been considered an engineering imperative. This approach has informed our approach to engineering design and implementation and is illustrated by the adoption innovative technologies, such as using hydropower for underground mining equipment and cooling, and backfill technologies.

During F2021, we set new targets to reduce greenhouse gas emissions by 27% and carbon intensity by 60% by 2030 from a 2019 baseline. Over the past two years we have improved our energy intensity per tonne by 26%. This also translates to reduced GHG emissions intensity, which has improved by 24% over the same time period.

In order to reduce total GHG emissions, we have increased our focus generating renewable energy at our operations. The board has approved the development of a 10MW photovoltaic solar plant at Zondereinde to supplement the electricity supply to

the smelter facility. The design and implementation phase is currently in progress, with construction scheduled to start in the second half of F2022. The solar plant is expected to be operational in F2023 and will generate 17 GWh of electricity a year from 20 000 solar panels.

This will reduce some of our reliance on Eskom and plans to expand the solar plant are already in progress. This will reduce our total GHG emissions and intensity, as well as the costs associated with energy.

In addition to the Zondereinde project, we are busy with initial solar installations at Eland and Booyssendal. These projects are restricted to 1MW capacity each to avoid permitting delays, but will be expanded in the future, particularly in light of South Africa's gazetted 100MW licence exemption rules from August 2021. This brought a change to the Energy Regulations Act, officially permitting power producers or energy-intensive sectors, such as mining, to produce their own energy up to 100MW without the requirement to obtain a licence from the regulator.

We will continue to explore renewable energy sources, including wind power, in order to determine the most appropriate energy strategy to achieve our sustainability targets while also creating value for our stakeholders.



Our environment > Climate change and greenhouse gas emissions

Performance

As a growing company with expanding operations, our energy use is expected to rise in the coming years in line with our production growth. Despite this, we are targeting a 27% reduction in greenhouse gas (GHG) emissions by 2030, which will mainly be delivered by developing renewable energy projects. Our efforts focus on improving GHG emissions intensity and energy intensity per tonne of ore milled.

Energy consumption

Group (MWh)

2021	1 184 298
2020	1 031 549
2019	971 036
2018	891 446
2017	805 439

Group GJ

2021	4 263 472
2020	3 713 576
2019	3 495 729
2018	3 209 206
2017	2 899 580

Total energy (GJ)

2021	4 938 292 ^{LA}
2020	4 349 482
2019	3 994 143
2018	3 665 677
2017	3 463 460

Energy intensity (GJ energy/tonne milled)

2021	0.61 ^{LA}
2020	0.76
2019	0.82
2018	0.80
2017	0.78

Greenhouse gas emissions

Total Scope 1 emissions (direct emissions) (CO₂e tonnes)

2021	58 994 ^{LA}
2020	56 179
2019	44 263
2018	41 242
2017	52 111

Total Scope 2 emissions (indirect emissions) (CO₂e tonnes)

2021	1 279 042 ^{LA}
2020	1 021 183
2019	961 326
2018	882 531
2017	829 601

Total Scope 3 emissions (indirect emissions) (CO₂e tonnes)

2021	450
2020	154
2019	221
2018	228
2017	980

Total group (CO₂e tonnes)

2021	1 338 486
2020	1 077 516
2019	1 005 810
2018	924 001
2017	882 692

GHG intensity (tonnes CO₂e per tonne milled)

2021	0.16
2020	0.19
2019	0.21
2018	0.20
2017	0.20

SO₂ (SO₂e tonnes)

2021	7 488 ^{LA}
2020	5 889
2019	8 649
2018	8 118
2017	6 747

Carbon disclosure

Since 2010, we have reported our climate change and water management and performance to the Carbon Disclosure Project (CDP), a non-profit global environmental disclosure platform.

CDP ranks companies into one of four scoring bands – disclosure, awareness, management and leadership – and in 2020 rated Northam as B- for water management (management level) and C for climate change (awareness level). Detailed scoring information is available at www.cdp.net.

All our mines are registered with the online South African Greenhouse Gas Emissions Reporting System (SAGERS) and we have submitted the GHG emissions report in March 2021 as required.



B- Water management
(management level)

C Climate change
(awareness level)

Air quality management

At Zondereinde's smelting operations we monitor our air emissions to ensure we comply with our Atmospheric Emission Licence (AEL).

To meet the terms of our AEL, management systems are in place that are frequently reviewed in order to identify improvements. These systems include:

- Monitoring point source emissions by means of quarterly isokinetic sampling
- Managing the complaints register
- Quantifying fugitive emissions
- Compiling monthly production data reports to track raw products, operating hours, production and rates.

Isokinetic sampling is used to measure and quantify the SO_x, NO_x and Particulate Matter (PM) emissions from the plant's point sources and results are reported quarterly to the licensing authority. In January 2021, the mine invested in a continuous point source monitoring system as an upgrade to the current monitoring and management systems in place. There were no reportable air incidents during the F2021 reporting period.

Northam has a five-year Emissions Management Programme (EMP) for Zondereinde's smelter that runs from April 2020 to January 2025. The programme is targeting substantial improvements in smelter hygiene, which is a condition of our AEL, and improved recovery of concentrate dust from off-gas sources.

The programme will also enable future environmental improvement, specifically compliance with SO₂ point source emission limits. The proposed changes to the off-gas system will be implemented in a phased approach. The project is currently in phase one, which focuses on rebuilding the integrity of furnace one with planned completion in October 2021.

Performance

Sulphur dioxide (SO ₂) emissions	2021	2020	2019	2018	2017
SO ₂ (SO ₂ e tonnes)	7 488 ^{1A}	5 889	8 649	8 118	6 747

Our AEL requires Zondereinde to implement a programme to offset SO₂ emissions from the smelter plant to the receiving environment. The air quality offset plan was approved by the Department of Environment, Forestry and Fisheries in March 2021. It outlines mitigating measures that Zondereinde mine will adopt to offset excessive emissions from the site.

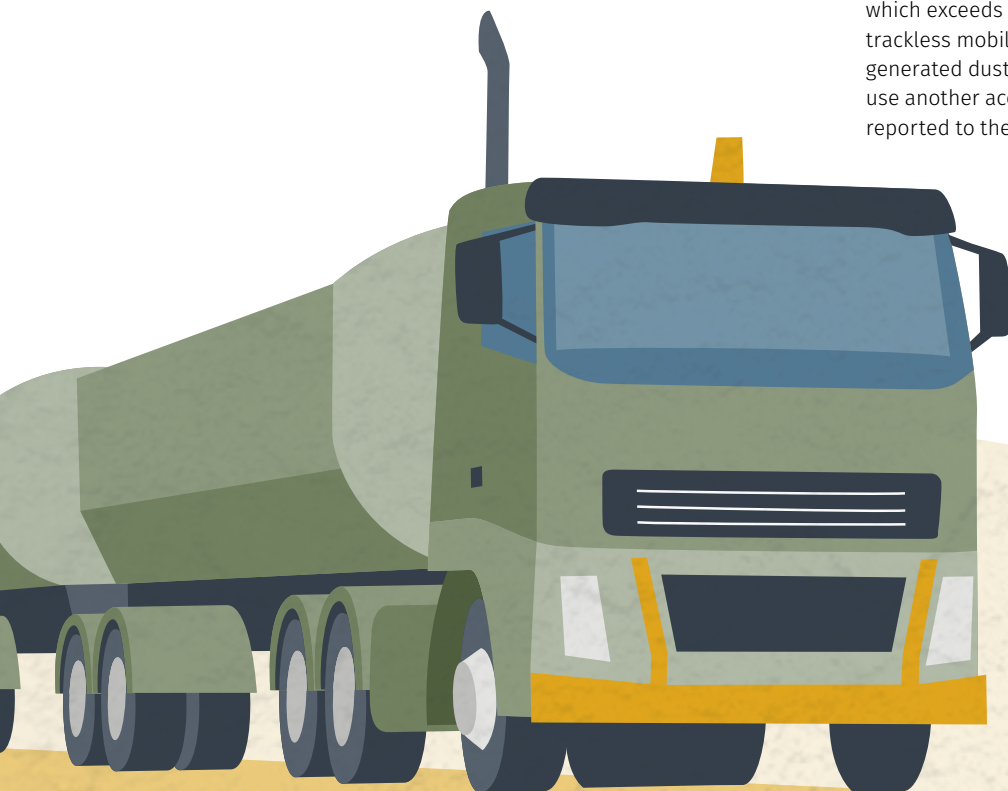
Zondereinde identified a nearby community in which to start implementing the offset plan. Monitoring of ambient air quality at the community started in May 2021 and is ongoing. The monitoring will establish the quality of air in the community and will subsequently inform which pollutant the plan will target.

Dust management

Dust fallout and its impact are a concern for many mine communities. Dust emissions mainly come from unpaved roads, certain production activities and unvegetated tailings dams.

In line with regulations, our operations monitor dust fallout from production activities. Booyssendal and Eland operations were in full compliance with the National Dust Control Regulations, with no monitoring points exceeding the industrial limit of 1200mg/m²/day.

Zondereinde has a network of dust buckets to monitor dust fall out from production activities. In October 2020, one of the dust buckets on site showed an elevated dust level of 3 803 mg/m²/day which exceeds the industrial limit. This was due to moving trackless mobile machinery and cleaning accumulated soil, which generated dust on the access road. The trucks were diverted to use another access road, which is tarred. The incident was reported to the relevant authority.



Ambient air monitoring

Proactive ambient air monitoring was implemented during April 2019 at the Zondereinde mine to assess ambient air quality and to define the impact the operation has on the surrounding area.

Passive sampling is also conducted in at various surrounding locations to assess the impact/contribution of our activities. Monitoring locations are sampled for SO₂ and NO₂ monthly and results are analysed with Radiello diffusive sampling equipment.

Monthly average ambient air quality is assessed against current average South African Ambient Air Quality Standards (AAQS) for the relevant pollutants. During F2021, our air quality sampling recorded no air pollutant levels that exceeded the South African Ambient Air Quality Standards (AAQS) for NO_x, NO₂, SO₂, PM10 and PM2.5.

Land management and biodiversity

Our commitment to biodiversity conservation – The Buttonshope Conservancy Trust

Although Northam believes in the overall positive impact of mining, we are conscious that mining has an impact on the natural environment and biological diversity. Part of our approach to environmental management is monitoring our performance as a steward of biological diversity in the locations where we operate.

At Booyssendal, we operate in a unique area of biological diversity known as the Sekhukhune Centre of Plant Endemism. The near-pristine habitats present an environment with rich biodiversity of both fauna and flora. At Booyssendal we use the mitigation hierarchy to guide our mining plans, which have been designed to minimise impacts on the natural environment. Where we are unable to avoid impacts on the natural environment, we offset, conserve and manage natural habitats in order to mitigate this impact.

The offsets seek to protect, conserve and manage habitats identified as environmentally critical by conservation agencies. They are managed independently from our mining operations in accordance with the National Environmental

Management: Protected Areas Act, No 57. They also comply with the draft guidelines for offsets issued by the national Department of Forestry, Fisheries and the Environment (DFFE).

Since Booyssendal's inception, we have worked with the Mpumalanga Tourism and Parks Agency (MTPA) to compensate for the physical impact of the mine's initial footprint. Initially, this involved establishing a 960 hectare offset area, which has since expanded to more than 3 000 hectares, and included setting aside R10 million for independent external biodiversity conservation and management on our properties. We have continued to expand the extent of offset areas as the mine has developed over the years.

In 2010, the Buttonshope Conservancy Trust was established by Northam to oversee Booyssendal's biodiversity conservation efforts. The Trust also works to acquire new properties to expand Northam's environmental offsets and to promote conservation-focussed research.

Northam defines land use as follows

Total land under management: Land falling under the direct management of Northam Platinum (including land covered by surface rights, or occupied by third parties), but excluding all land leased and undeveloped projects / prospects where the land does not yet fall under the direct management of Northam Platinum.

Land disturbed by mining and related activities: land that has been physically or chemically disturbed due to Northam's mining and related activities, including the shaft complex, concentrators, smelter complex, waste dump, rock dumps, tailings disposal facility and water return dams, including (administrative and residential) which has not been rehabilitated during the year (opening balance) or newly disturbed within the reporting period.

Rehabilitated land: land that has been rehabilitated to a natural land use type or land use type that occurred prior to mining activities started. This could also include land that has been restored to an agreed (with DMR and stakeholders) post-mine closure land use i.e. recreational use, industrial use etc.

Land protected for conservation: land that occurs within a biodiversity priority area, as identified in a national or provincial biodiversity offset and conservation program, which will be rehabilitated or will remain in an original state, in order to achieve the specific purpose of conserving biodiversity and maintaining ecosystem health and services.

Land leased for farming purposes: land falling under the direct management of Northam Platinum, including land covered by surface rights, occupied or leased by third parties and which is used for the primary production, storage, distribution or trading of agricultural products, including any commodity of vegetable and animal origin or which is produced from a substance of vegetable or animal origin.

Our environment > Land management and biodiversity

Land management

Today, the Buttonshope Conservation Trust manages approximately 8 500 hectares of the 12 765 hectares of freehold land owned by our Booyensdal operation and by the Trust. This includes more than 3 167 hectares of designated offset areas.

The size of our offset areas is guided by the National Draft Biodiversity Offset Policy and is more than 30 times larger than the area physically impacted by mining.

The Trust is governed by a board of trustees, which includes representatives from Northam, MTPA, and independent conservationists and environmental practitioners. The Trust agreement was developed with input from all parties and is a benchmark example of public-private collaboration. It commits the Trust to further expand its offsets and the area of land under its management in line with the MTPA's long-term conservation goals. Our land management approach is funded by guaranteed revenue contributions from Booyensdal mine.

Land use (hectares)

	2021	2020	2019	2018	2017
Land disturbed by mining-related activities	3 014 ^{LA}	3 011	2 507	1 118	1 118
Land leased for farming purposes	2 181 ^{LA}	2 181	2 181	1 441	273
Land protected for conservation	4 054 ^{LA}	4 054	2 104	3 514	3 514
Other	9 083	9 086	7 546	8 318	10 665
Total land under management (freehold)	18 332 ^{LA}	18 332	14 338	14 391	15 570

Riverine systems and catchment areas are critical for biodiversity conservation. In light of this, offset areas include a unique area of montane grassland, which incorporates the headwaters of the Groot Dwars River, the river that traverses the Booyensdal mining area. Future expansions to the conservation areas will look to join the Trust areas with those of the Verloren Vallei Nature Reserve.

All offset areas are managed in accordance with an approved ecological management plan as required by the Protected Areas Act No. 57. All the protected areas managed by the Trust will also be donated to the MTPA when mining operations end.

Booyensdal has a land management department and a professional land manager carries out the duties of the Trust. This department is fully funded by the Booyensdal mine, but operates largely independently of the operations.

It is currently developing a Biodiversity Management Plan (BMP) which is being informed by specialist studies undertaken on all land areas owned by Booyensdal and the Trust. These include flora and fauna studies, which were completed in April 2021, together with an ongoing multi-year study of the threatened cicada, *Dytioptycna sylvia*. Fire prevention, anti-poaching and alien plant control also form part of the BMP. To date, a number of previously undescribed species have been identified and will contribute to the expansion of the national species database. A comprehensive biodiversity study of the De Berg farm is planned for the coming year.

3 168 Hectares

offset areas owned by the Buttonshope Conservancy Trust

Offset ratio

30X

larger than the land disturbed by mining

Since 2018, Dr. Marius Kruger has been the land manager responsible for Booyensdal land management and conservation, including the Buttonshope Conservancy Trust. Dr. Kruger has previously held positions as a General Manager at a private nature reserve in Limpopo Province and Operations Coordinator for Veterinary Wildlife Services at the Kruger National Park.

He holds a PhD (Science) from the University of the Witwatersrand and an MSc in Wildlife Management from the University of Pretoria and is a member of the Game Rangers Association of Africa and has published a number of research papers for both South African and International publications.

➔ Refer to page 93 for land definitions

Rehabilitation and closure

Northam is required to make financial provision for mining rehabilitation and decommissioning costs at the end of our mine's lives in line with the Mineral and Petroleum Resources Development Act no 28 of 2002 (MPRDA) and the National Environmental Management Act No. 107 of 1998 (NEMA).

Our estimated future rehabilitation and decommissioning costs are based on current legal and regulatory requirements.

Estimating future rehabilitation costs

The estimation of future rehabilitation and decommissioning costs is complex and requires management to make assumptions, judgements and estimates relating to the future, which include inherent uncertainties. Our assumptions are based on the current economic environment, which management believes to be a reasonable basis upon which to calculate the future liability.

Assumptions considered can include items such as inflationary increases, based on the current market inflation rate and current life-of-mine of the operations. However, ultimate rehabilitation and decommissioning costs will depend upon future market conditions at the relevant time of implementation.

Cost estimation can vary in response to many factors, including estimates of the extent of rehabilitation activities, technological changes, regulatory changes and applicable discount rates to be applied. These uncertainties may result in future actual expenditure differing from the amounts currently provided. As a result, there could be material adjustments to the provisions established which would affect future financial results.

The timing of rehabilitation will likely depend on when the various operations cease to produce at economically-viable rates which will, in turn, depend on future commodity prices and exchange rates, which are inherently uncertain.

➔ **Refer to the annual financial statements for details on the assumptions applied.**

Our environment > Rehabilitation and closure

Current year assessment

It is a NEMA requirement that all applicants for a mining right must make prescribed financial provision for the rehabilitation or management of negative environmental impacts, which must be reviewed annually. In terms of NEMA, mining operations are required to make financial provision for rehabilitation and decommissioning costs that will be incurred upon the cessation of mining activities.

The group makes full provision for the future commercial closure cost of rehabilitating mine sites and related production facilities at the time of developing the mines and installing and using those facilities. The rehabilitation and decommissioning provision represents the present value of rehabilitation and decommissioning costs relating to mine sites, which is expected to be incurred in subsequent years. These provisions have been based on assessments prepared by an independent third party expert, SRK Consulting (South Africa) Proprietary Limited.

The provision is determined using commercial closure cost assessments rather than the Department of Mineral Resources and Energy (DMRE) published rates. The commercial closure cost assessment is significantly more than the liability would be using the published DMRE rates. Northam management believes using commercial closure cost assessments more accurately reflects the potential future costs and, therefore, the liability.

The increase in the rehabilitation and decommissioning liability relates both to unwinding the discount rate applied, which reflects the passage of time and is accounted for in profit or loss as a finance charge, as well as a change in estimate which is accounted for in profit or loss if it relates to the rehabilitation liability and accounted through the asset if it relates to the decommissioning liability.

Northam's closure costs are based on the commercial closure assessment – which is significantly higher than the DMRE assessment requirements.

We perform an independent third party assessment on an annual basis to determine the rehabilitation liability.

Northam's total rehabilitation liability on the balance sheet amounts to R812.7 million.

Our environment > Rehabilitation and closure

Funding of the future rehabilitation provision

Environmental rehabilitation obligations can either be paid over to the Northam Platinum Restoration Trust Fund over the remaining life of the various operations, or through other financial provisions, insurance or financial products that are approved by DMRE legislation. Northam plans on financing our environmental rehabilitation obligation either by way of guarantees or other insurance products and not through cash contributions to the Northam Platinum Restoration Trust Fund. This is mainly due to the uncertainty created by changes in legislation.

We have procured the issue of guarantees to make up the unfunded rehabilitation and decommissioning costs not currently covered by investment held through the Northam Platinum Restoration Trust Fund.

The total environmental guarantees in issue for rehabilitation for the group amounts to R136.0 million.

The group has R618.5 million available in funds held in the Northam Platinum Restoration Trust Fund for future rehabilitation costs.

The group is committed to the rehabilitation of our operations and will comply with the relevant financial provision regulations as required.

Legislative developments

On 20 November 2015, the NEMA Financial Provisioning Regulations, 2015 (2015 Regulations) were promulgated, resulting in significant changes from the current requirements contained in the MPRDA.

The 2015 Regulations were immediately applicable to applicants for a prospecting right, mining permit, mining right, exploration right or production right (i.e. “new” applicants). In terms of the 2015 Regulations’ transitional provisions, holders and holders of a right and permit were able to elect to comply, either within three months of their financial year end or 15 months from promulgation of the 2015 Regulations. Due to an outcry from the minerals industry around the practical implications of complying within such a limited timeframe, holders and holders of a right and permit were initially granted an extended transitional period of 39 months from the 2015 Regulations’ date of promulgation to comply.

In 2019, the Department of Environment, Forestry and Fisheries published a second set of new draft financial provision Regulations (2019 Draft Regulations), which would result in a complete overhaul of the 2015 Regulations. The 2019 Draft Regulations have yet to be promulgated.

On 17 January 2020, the 2015 Regulations’ transitional period was further extended for holders and holders of a right and permit to 19 June 2021. However as at the date of this report no further information was made available relating to the 2015 Regulations.

Water, waste, and tailings management

Mining operations use large amounts of water, mainly in extraction activities. In order to minimise the impact of water withdrawal from natural sources and third parties, our operations recycle and reuse process water with the overall aim to reduce the consumption of potable water.



Water use and management

Our achievements with water recycling remain a leading benchmark in the mining industry. In F2021, water recycling stood at 82% and we withdrew minimal potable or raw water from third parties therefore minimising our potential impact on local communities and society at large.

Our focus remains on keeping recycled water above 75%, water pollution prevention, water conservation, monitoring water quality and collaboration with our water providers to manage water use in water-stressed regions.

Contracts are in place with external bodies for the supply of water to the three operations, as follows:

- Booyssendal is a member of the Lebalelo Water Use Association
- Zondereinde is a member of the Magalies Water Board
- Eland is a member of the Hartebeespoort Irrigation Board.

All three operations are at various stages of engagement with the Department of Water and Sanitation (DWS) with regard to modifications or updates to their Integrated Water Use Licences (IWULs).

A water balance model has been developed to identify the best options to achieve short- and long-term water conservation and water demand management strategies at all of our sites. To optimise water use, certain flow components have been prioritised and overflows into the environment have been limited. The Water Balance was updated in F2021 and recommends different options

to achieve short- and long-term water conservation and water demand management. Some of these systems are already in place while others like the storm water management plan will be implemented progressively.

Booyssendal receives its raw water from the Lebalelo Water Use Forum and uses borehole water for drinking water and top-up water for production at Booyssendal Central. It recycles process water back into the system to minimise the use of borehole water. A new water purification plant has been commissioned to supply the central shaft with potable drinking water and top-up water for production. Borehole water will only be used as a backup.

Eland's operations are situated on an aquifer and this groundwater provides the mine's main source of water. The mine therefore remains water positive with minimal dependency on third parties. Eland has a contract in place with the Hartebeespoort Irrigation Board to supply 3 000 m³ of water annually, when required.

Zondereinde mine receives the potable water from Magalies Water Board and boreholes. The mine recycled 88% of water during F2021, which is also used for cooling purposes and to power underground equipment.

The Zondereinde mine has applied to the authorities for the relaxation of certain conditions and requirements stipulated in the mine's IWUL, granted in 2012. This amendment prompted a full evaluation from the Department of Water and Sanitation (DWS), and engagement between this department and the mine continues.

Performance

Total water consumed/ withdrawn	2021	2020	2019	2018	2017
Potable water from external sources (000m ³)	4 935	3 416	3 691	3 448	3 456
Fissure water used (000m ³)	1 022	209	1 278	273	218
Borehole water used (000m ³)	1 116	2 183	52	40	31
Water recycled in process (000m ³)	32 002	28 092	28 979	28 577	29 483
Total group (000m ³)	39 075	33 900	34 000	32 338	34 000
Group percentage water recycled (%)	82 ^{LA}	83	85	88	89
Water intensity (000m ³ /tonne milled)	0.00	0.01	0.01	0.01	0.01
Water intensity (kl/tonne milled)	4.80	5.89	6.95	7.03	7.46

Water use and conservation

Northam uses flow meters to measure and compare water use monthly in order to ensure that volumes do not exceed the limits stipulated by regulators in the IWULs. Quarterly water consumption updates are provided for each region in the water management forums.

Northam participates in a number of engagement forums on water conservation and management that operate in a coordinated effort to promote the efficient use of water as a scarce resource in South Africa. Water conservation awareness programmes are conducted annually across our operations to encourage employees to save water.

Water is critical for the Zondereinde operations because the mine uses hydropower as its primary source of energy for underground mining equipment and cooling. Zondereinde runs a closed loop water storage system and all discharges that occur during the summer rainy season are diverted back into the system. The water bodies that could be affected by surface water discharge are the Crocodile and Bierspruit Rivers.

Booyssendal receives its potable water from the Lebalelo Water Use Forum, which abstracts water from the Olifants River.

Although water is abundant at Eland mine, the Integrated Development Plan (IDP) and cluster documents of Madibeng Local Municipality (MLM) indicate that there is a shortage of potable water in the local communities around the mine. The MLM is looking at a major potable water supply project to increase its supply capacity for potable water by approximately 1.5 million litres a day. Eland is currently involved in discussions with the

MLM with regard to the details of a supply agreement in order to provide water to a local community project.

Monitoring and measuring water quality

Our operations strive to prevent the contamination of water resources and do not discharge water into the environment even though our mining licences allow for minimal and controlled discharges. At Booyssendal mine, a reportable incident occurred in August 2020 involving the discharge of dirty water and sludge into the Greater Dwars River. At Zondereinde a reportable incident was reported to the authorities in September when one of the process water dams overflowed. This was as a result of a damaged pipeline which was repaired and the overflow was channelled to storage dams located on the adjacent property, where the water was contained. This prevented the overflow from reaching the adjacent river and causing pollution.

Surface and groundwater monitoring programmes are in place at each of our operations as required by their individual IWULs. Surface and groundwater samples were taken by an external consultant and are analysed in accredited laboratories.



Resource use and waste

Northam uses and processes a variety of bulk materials including mined and processed rock, liquid fuels, coal, grease, steel, timber, lubricating and hydraulic oils. We recycle a variety of materials such as plastics, rubber, timber and scrap metal.

Waste recovery, handling, classification, treatment, transportation and disposal is conducted in accordance with regulatory requirements and our operations are registered with the South African Waste Information System (SAWIS) for reporting.

Waste separation, sorting, recycling, and disposal procedures are in place. Colour-coded disposal bins are visible and located for easy access at each site to assist in the classification and sorting of waste. Responsible waste management remains a priority and re-use of waste is always the first option as most waste is recycled at the salvage yard on site. Disposal of waste is considered the last and least preferred method. The waste is disposed of at licensed landfill sites according to our operating standards and procedures.

The Booyssendal South and Eland mines are recent acquisitions and both operations are working to resolve legacy waste issues on-site. The sites have undertaken significant clean-up exercises during F2021, adding to those that took place in F2020. At Eland mine, an upgrade of the waste yard has been approved as a capital project due for completion in F2022.

Materials recycled

	2021	2020	2019	2018	2017
Plastic (tonnes)	64	49	37	20	20
Scrap metal (tonnes)	7 589	4 915	3 217	2 021	1 659
Timber (tonnes)	1 260	1 411	1 837	1 508	2 340
Rubber (tonnes)	343	211	274	275	187
Group total (tonnes)	9 256	6 586	5 365	3 824	4 206

Waste disposal

	2021	2020	2019	2018	2017
Non-hazardous waste (tonnes)	5 952	5 452	5 375	706	578
Hazardous waste (tonnes)	785*	582*	64	358	504

* The large increase in hazardous waste in 2020 and 2021 is due to Eland and Booyssendal operations clearing historical waste.

Group material consumption

	2021	2020	2019	2018	2017
Rock mined (000t)	8 408	5 132	5 268	4 975	4 738
Ore milled (000t)	8 145	5 752	4 892	4 602	4 402
Timber use (bulk support) (m³)	3 000	2 587	2 505	2 189	2 576
Cartridge/emulsion explosives (tonnes)	9 207	7 169	7 940	7 366	4 519
Oxygen (tonnes)	3 659	3 449	3 455	2 831	2 224
Sulphuric acid (tonnes)	678	672	688	758	687
Sulphur dioxide (tonnes)	139	123	140	94	130
Grease (tonnes)	53	127	47	48	40
Lubricating and hydraulics oil (000 litres)	3 237	2 099	1 614	1 491	1 311
Diesel (000 litres)	8 605	6 920	4 974	3 795	2 843
Petrol (000 litres)	85	92	99	101	96
Coal (tonnes)	13 781	14 677	12 085	12 128	17 655
Jet A-1 fuel (000 litres)	56	42	46	42	37

Tailings storage

Northam manages four active tailings storage facilities (TSFs); two at Booyssendal, one at Eland and one at Zondereinde.

The management of our mineral residue facilities and water systems and structures is centred on adopting best management practices and applying rigorous technical controls to prevent catastrophic failures of our tailings facilities.

Our approach is driven by our commitment to zero harm to the environment. It is underpinned by management systems logic, reflecting and extending the well-established 'Plan, Do, Check, Act' cycle to enhance cross-functional collaboration supporting the effective interaction of multiple systems, each built on a strong disciplinary base.

During F2021, we have reviewed the Global Industry Standard on Tailings Management (GISTM) and will be in a better position to report on relevant improvements made and achieving compliance in the next reporting period. Resulting from a review of our internal standards against the GISTM, we are addressing:

- the requirements and frequency of independent reviews
- the criteria that need to be met
- appropriate mine-level response to communities within the zone of influence of the TSFs

All Northam's tailings facilities have been constructed using the upstream method. Upstream tailings facilities are generally considered to be an appropriate design for facilities in dry and seismically stable regions with flat topography. Our current facilities are long-life facilities, typically for life of mine.

Based on each site's characteristics, our mines have different types of TSF: Zondereinde's TSF is a ring dyke facility with spigot-depositioning and return water dam; Eland has a waste rock impoundment, spigot-depositioning facility comprising four paddocks with fully enclosed retainer walls, and; Booyssendal has two fourth generation, upstream, side hill, cyclone-depositioning facilities.

Given that we mine PGMs and chrome from the Merensky and UG2 reef horizons, the the run of mine material does not lend itself to acid generating compounds.

Each operation has a code of practice in line with statutory guidelines, which document the procedures for safe and effective disposal of mineral waste residue. We adhere to a philosophy of managed risk, implying that the risk can only be controlled with the application of ongoing management. The very existence of a TSF poses a risk to the surrounding community, the environment and to employees. The failure of mine residue deposits is classified in terms of high, medium or low hazard potential. In compiling our codes of practice, attention was given to concentrating efforts on the hazards that pose the most significant risks.



Fundamental to tailings facilities design and management, our documentation suite includes reports, meeting minutes, safety procedures, emergency procedures, annual third party audits and independent TSF reviews. In addition, we have four layers of management oversight:

- The operator, in terms of legal appointment
- Oversight and support from the Engineer of Record
- Third party auditors
- Scheduled and formalised independent reviews.

In addition, the board Health, Safety and Environmental committee receives an annual assurance report.

Our TSFs have been assessed according to the safety classification system of the South African Bureau of Standards; Code of Practice, Mine Residue, SANS 10286-1998 applicable to South African tailings facilities. A third-party review of the group's TSFs in February 2021 indicated the following risk profiles:

- Booyssendal South: low risk
- Booyssendal North: extremely low risk
- Eland: extremely low risk
- Zondereinde: medium high risk. No structural risk was identified, but certain management and operational areas require improvement and these are currently being addressed

Compliance with IWUL

87%

Level of compliance with National
Waste Information Regulations

91%

with the National Norms and Standards
for the storage of waste

Compliance with AEL

86%

Compliance with EMPr

96%

Environmental compliance

Northam continually works to enhance environmental management policies, procedures, standards and processes to support our objective of conducting operations based on globally accepted standards and meet and exceed regulatory requirements.

The ongoing sourcing of beneficial new systems, technology and investing in people is yielding positive results for the company and its stakeholders.

Zondereinde has been ISO 14001 certified since 2011 and an audit in November 2019 resulted in certification to the updated the ISO 14001: 2015 standard for the mine and the metallurgical plants. A surveillance audit was conducted in November 2020 and Zondereinde continues to maintain certification. Eland and Booyseendal are working towards ISO 14001 certification in 2023.

In February 2020, the Zondereinde operation submitted an environmental authorisation amendment application to the regulator for the proposed #3 shaft project in the Western Block. The application was approved in February 2021.

Audits conducted by regulatory authorities throughout the year have not indicated any reportable non-compliance.

An external party conducted a performance assessment at Zondereinde in September 2020 to assess the mine's level of compliance against the existing IWUL, EMPr and AEL (see panel opposite).

At Eland and Booyseendal mine internal and external audits were conducted with no major issues identified.

There were three environmental incidents during the period under review.^{LA}

➔ **Refer to the Dust management on page 92 and Water use and conservation on page 100.**

Assurance report

Independent limited assurance report for selected sustainability performance information and related disclosures reported in Northam Platinum Holdings Limited's Sustainability Report for the period ended on 30 June 2021

To the directors of Northam Platinum Holdings Limited

Our Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the selected sustainability performance information and related disclosures identified in the scope of work paragraph below, as presented in Northam Platinum Holdings Limited (Northam)'s Sustainability Report for the period ended on 30 June 2021 (the Report) is not prepared, in all material respects, in accordance with Northam management's approved internally developed measurement and reporting criteria applied to prepare that information.

This conclusion is to be read in the context of what we say in the remainder of our assurance report.

Scope of Work

The scope of our work was limited to performing our assurance engagement for the selected sustainability performance information and related disclosures identified in the Appendix to our report, and as presented in the Report ("Selected Information"). These are marked with an "LA" in the Report wherever they appear.

Our scope does not include coverage of data sets or information unrelated to the data and information underlying the Selected Information, information reported outside of the Report, and information relating to prior periods or comparisons against historical data.

Understanding the reporting and measurement approach

The Selected Information needs to be read and understood together with Northam's Reporting Criteria specified for the 2021 reporting year, as specified in Northam's "Sustainable Development Data Reporting Guideline Document" available on Northam's website at <https://www.northam.co.za> (see also the Appendix to this report), which Northam is solely responsible for selecting and applying. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measurement and reporting techniques and can affect comparability between entities and over time. Qualitative interpretations of relevance, materiality and the accuracy of data are subject to individual assumptions and judgements. In addition, the precision of different measurement techniques may vary. Carbon emissions quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to

determine emissions factors and the values needed to combine emissions of different gases.

Professional Standards Applied and Level of Assurance

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements other than Audits and Reviews of Historical Financial Information', and, in respect of the greenhouse gas emissions, in accordance with International Standard on Assurance Engagements 3410 'Assurance Engagements on Greenhouse Gas Statements', issued by the International Auditing and Assurance Standards Board.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. Consequently, 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 been performed. Accordingly, we do not express a reasonable assurance opinion about whether the Selected Information is prepared, in all material respects, in accordance with the Reporting Criteria.

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Inherent limitations

Inherent limitations of assurance engagements include use of judgement and selective testing of data, which means that it is possible that fraud, error or non-compliance may occur and not be detected in the course of performing the engagement. Accordingly, there is some risk that a material misstatement may remain undetected. Further, our assurance engagement is not designed to detect fraud or error that is immaterial.

Where Northam's reporting of the Selected Information relies on factors derived by independent third parties, our assurance work has not included examination of the derivation of those factors and other third-party information.

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 as well as the Code of Professional Conduct for Registered Auditors issued by the Independent Regulatory Board for Auditors, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

In accordance with International Standard on Quality Control 1, Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and other Assurance and Related Service Engagements, we maintain 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 work was carried out by an independent and multi-disciplinary team with experience in sustainability performance and carbon emissions reporting and assurance.

Summary of work performed

A limited assurance engagement undertaken in accordance with ISAE 3000 (Revised) and ISAE 3410 involves assessing the suitability of Northam's 2021 Reporting Criteria with reference to relevant circumstances, and planning and performing our work in order to consider the risk of material misstatement of the Selected Information, whether due to fraud or error.

In doing so, we:

- made enquiries of relevant Northam executives and management to obtain an understanding of the following matters as relevant to Northam's governance and accountability arrangements for reporting on its material environmental, social and governance issues:
- adoption and implementation of recommended governance practices aligned to the King IV Code Principles including for management reporting Northam's sustainability performance to the Board and for ensuring integrity of reported performance information;
- management's process to identify Northam's material environmental and social issues, and to establish performance targets for those issues and monitor performance achieved;
- the control environment, information systems and relevant control activities applied to compiling information from relevant data sources for reporting the selected sustainability information, and for monitoring the integrity of the information presented in the Report (but not for the purpose of evaluating the design of particular control activities, obtaining evidence about their implementation or testing their operating effectiveness).
- evaluated the design of Northam's control environment including key structures, systems, processes and controls at

group-level for managing, recording and reporting the Selected Information and internal assurance processes applied thereto. This included completing desktop reviews of site level data, selected on the basis of their inherent risk and materiality to the group, to understand the key processes and existing management and other controls for reporting site performance data and to obtain supporting information;

- performed limited tests of detail on a selective basis of the Selected Information at corporate head office and in relation to the three operating sites to check that: (i) data had been appropriately measured, recorded, collated and reported; and (ii) activities set out by management are appropriately evidenced and reported; and
- assessed the disclosure and presentation of the Selected Information in the Report, including consideration of whether it is consistent with our overall knowledge and experience of Northam's approach to management of and reporting on its material environmental and social issues.

The procedures we performed were based on our professional judgement.

Northam's responsibilities

Northam and its management are responsible for:

- establishing objective Reporting Criteria that are suitable for preparing and reporting the Selected Information in the Report, including in consideration of the information needs of the intended report users;
- appropriate and accessible disclosure of Northam's basis for preparation of its 2021 sustainability performance information, including the Selected Information.

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- designing, implementing and maintaining internal controls over information relevant to the preparation of the Selected Information that is free from material misstatement, whether due to fraud or error;
- measuring and reporting the Selected Information based on the Reporting Criteria; and
- supporting our performance of a high-quality, effective and efficient assurance engagement, including through enabling our timely access to information, documentation and management personnel required for our assurance work.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Selected Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained on whether the Selected Information is prepared, in all material respects, in accordance with the Reporting Criteria; and
- reporting our conclusion to the management of Northam in our assurance report.

Our assurance report does not extend to any disclosures or assertions relating to management's future performance plans, forward-looking statements or strategies disclosed in the Report.

Other matters

Our report, including our conclusions, has been prepared solely for the Board of Directors of Northam in accordance with the agreement between us and for no other purpose. We permit this report to be published in Northam's Sustainability Report published online at www.northam.co.za/investors-and-media/publications/sustainable-development-reports in respect of the 2021 reporting year, to assist the Directors in responding to their governance responsibilities by obtaining an independent assurance report in connection with the Selected Information.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors and Northam for our work or for our report and the conclusion contained therein. We agree to publication of our assurance report within Northam's Report provided it is clearly understood by recipients or readers of the Report that they enjoy such receipt for information only and that we accept no duty of care to them whatsoever in respect of our assurance report.

Maintenance and integrity of Northam's website is the responsibility of Northam's management. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to either the Selected Information as reported, or our independent assurance report that may occur subsequent to the initial date of publication of the Report on Northam's website.

Ernst & Young Inc.

Partner: Ebrahim Dhorat

Registered Auditor

Chartered Accountant (SA)

Ernst & Young Inc.

102 Rivonia Road

Johannesburg

29 September 2021

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Northam Platinum Holdings Ltd's Reporting Criteria for the Selected Information reported for the Northam group operations
(and as disclosed at <https://www.northam.co.za/downloads/send/145-2020/1403-sustainable-development-sd-data-reporting-guideline-document-november-2020>)

Selected Information	Definitions
Historically Disadvantaged Persons (HDP)	Historically Disadvantaged Persons (HDP): Any person, category of persons or community, disadvantaged by unfair discrimination before 1993 when the Constitution of the Republic of South Africa (Act 200 Of 1993) took effect. White women are included in this definition under the current mining charter: ▪ Top management comprises Executive Directors who are members of the Board; ▪ Senior management comprises members of the Executive Committee (E Patterson Modern pay grades); ▪ Middle Management, including professional qualified and experienced specialists (D Patterson Modern pay grades); ▪ Junior Management, including skilled technical and academically qualified workers in a supervisory role including supervisors, foremen or superintendents (C4 and C5 levels Patterson Modern pay grades).
Percentage of women at mining	Total women at mining: The total number of female employees and contractors working at the Zondereinde, Booyssendal and Eland operations, based on payroll data at the end of the reporting period as a percentage relative to the total workforce.
Fatality	Fatality: Any employee, contractor or contractor employee or visitor who is involved in an incident whilst performing their duties at the Zondereinde, Booyssendal or Eland operations and who sustains terminal work-related injuries shall constitute a Fatality. Fatalities arising as a result of commuting incidents are only included where the transport has been provided by the organisation. If an employee is incapacitated for a period prior to expiration, this will require revising the injury status from a Lost time Injury (LTI) or Reportable Injury (RI) to a Fatality.
Reportable Injury Incident Rate (RIIR)	Reportable Injury Frequency Rate (RIFR): The number of work-related employee and contractor Reportable Injuries multiplied by 1,000,000 and divided by the total number of contractor and employee hours worked.
Lost-time Injury Incident Rate (LTIIR)	Lost Time Injury Frequency Rate (LTIFR): The number of work-related employee and contractor LTIs multiplied by 1,000,000 and divided by the total number of employee and contractor hours worked.
Number of direct employees	Total workforce: Total numbers of employees and contractors working at the Zondereinde, Booyssendal and Eland operations at the end of the reporting period.
Total number of employees	Total employee workforce, by pay scale group: Total employee workforce at the Zondereinde, Booyssendal and Eland operations, based on payroll data at the end of the reporting period, for each pay scale level (i.e. Patterson Modern Grades).
Employee turnover rate percentage	Total employee turnover rate: Number of employees at the Zondereinde, Booyssendal or Eland operations who leave the organisation during the reporting period due to dismissal, retrenchment, death in service or voluntarily through resignation or early retirement, expressed as a percentage of the total employee workforce working at the operation, based on payroll data at the end of the reporting period.

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Selected Information	Definitions
Percentage of employees covered by collective bargaining agreements	Percentage of employees covered by collective bargaining agreements: Proportion of employees working at the Zondereinde, Booyssendal and Eland operations at the end of the reporting period covered by collective bargaining agreements (CBA), expressed as a percentage of the entire workforce. All employees within the A, B and C pay scale grades (Patterson Modern Grades) at the end of the reporting period, irrespective of whether they are paid up members of a recognised union, are covered by a CBA.
Number of strikes and lock-outs exceeding one week's duration, by operation	Number of strikes and lock-outs exceeding one-week duration, by operation: Number of strikes and lockouts, exceeding one-week duration at each of the Zondereinde, Booyssendal and Eland operations.
Energy usage (direct and indirect), GHG emissions (Scope 1 and 2)	Total energy consumption: The sum of all energy inputs (e.g. self-generated and purchased) from renewable and non-renewable sources at the Zondereinde, Booyssendal and Eland operations in the reporting period. Energy inputs at operations comprise the following sources. ▪ Electricity ▪ Coal ▪ Petrol ▪ Diesel ▪ Paraffin ▪ Aviation fuel. GHG emissions: Carbon dioxide equivalent (CO₂e) emissions, including carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O), based on their Global Warming Potential (GWP) factors issued by the Intergovernmental Panel on Climate Change (IPCC). For reporting purposes, Total GHG emissions, comprising direct (Scope 1) and indirect (Scope 2 and Scope 3) emissions, are calculated using IPCC emissions factors specified in the Department of Environmental Affairs' <i>Technical Guidelines for Monitoring, Reporting and Verification of Greenhouse Gas Emissions by Industry</i> ("Technical Guidelines") or in the <i>IPCC Guidelines for National Greenhouse Gas Inventories (2006)</i> (IPCC 2006) if not specified in the Technical Guidelines: ▪ Direct emissions: emissions from sources that are owned or controlled by Northam e.g. direct emissions related to combustion would arise from burning fuel for energy within Northam's operational boundaries. ▪ Indirect emissions: emissions that result from the activities of Northam but are generated from sources owned or controlled by another organization. In the context of this indicator, indirect emissions refer to GHG emissions from the generation of electricity, imported and consumed by Northam (Scope 2) as well as other sources including emissions attributable to contractors transporting waste rock and recyclable waste on site (Scope 3).
SO₂ emissions	Significant air emissions into the atmosphere of sulphur and its compounds formed due to combustion or production processes from the Zondereinde smelting facility, based on site specific data.

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Selected Information	Definitions
Energy Intensity	Energy efficiency: A measure of the efficiency of total energy use, in relation to the run of mine (ROM) material milled at the Booyssendal, Zondereinde or Eland operations during the reporting period.
Percentage of water recycled at operations	Recycled (produced) water: Water that is recycled and reused at Northam's operations as a result of processing to produce its primary products and has to consequently be managed by the operation, as a percentage of total water use. Recycled water must be reported separately to avoid double counting. For Northam, the five important streams of recycled water are: ▪ Water recycled back in the refrigeration cooling process; ▪ Industrial wastewater recycled through the sewage treatment facility; and ▪ Water recycled through the dirty water circuit.
Significant environmental incidents	Reportable environmental incident: An environmental incident at the Zondereinde, Booyssendal or Eland operation that, due to loss of containment of the emission, results in significant environmental pollution: ▪ The effects of which persist for a long time; ▪ Requiring substantive remediation at great cost or cannot be remediated; or ▪ That poses a risk to human health and wellbeing in the receiving environment. and required to be reported to the relevant authorities in terms of environmental legislation. Typically, these are classified as Level 3 / high impact incidents, based on site specific incident reporting procedures or standards.
Total land under management	Land falling under the direct management of Northam Platinum (including land covered by surface rights, or occupied by third parties), but excluding all land leased and undeveloped projects / prospects where the land does not yet fall under the direct management of Northam Platinum.
Land disturbed by mining	Land disturbed by mining and related activities: Land that has been physically or chemically disturbed due to Northam's mining and related activities, including the shaft complex, concentrators, smelter complex, waste dump, rock dumps, tailings disposal facility and water return dams, including (administrative and residential) which has not been rehabilitated during the year (opening balance) or newly disturbed within the reporting period.
Land protected for conservation	Land that occurs within a biodiversity priority area, as identified in a national or provincial biodiversity offset and conservation program, which will be rehabilitated or will remain in an original state, in order to achieve the specific purpose of conserving biodiversity and maintaining ecosystem health and services.
Land leased for farming purposes	Land falling under the direct management of Northam Platinum, including land covered by surface rights, occupied or leased by third parties and which is used for the primary production, storage, distribution or trading of agricultural products, including any commodity of vegetable and animal origin or which is produced from a substance of vegetable or animal origin.

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Selected Information	Definitions
Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Non-monetary sanctions (including directives in response to a contravention of environmental laws and regulations) or significant fines issued against at Northam's operations by authorities for non-compliance with environmental laws and / or regulations. Significant fine: a monetary fine issued by a designated environmental authority for non-compliance with environmental laws and regulations, which exceeds R 1 000 000.
Home ownership units Payments to government (royalties and taxes)	Housing units made available for purchase by employees at the Zondereinde, Booyseindal or Eland operations. Taxes and Royalties: Taxes, including corporate, income and property taxes, as well as any royalties paid by Northam Platinum to Government, including any related penalties paid but excluding deferred taxes. This includes: ▪ Output VAT on sales; ▪ Income tax on taxable mining profits and investment income; ▪ Securities transfer tax on share transactions; ▪ Transfer duties on properties; ▪ Carbon tax, calculated on emissions per tonne, which is more a levy as we get a tax deduction for the payment; and ▪ Royalties imposed and calculated in terms of the Mineral and Petroleum Resources Royalty Act 28 of 2008 (Royalty Act).
Social and Labour Plan expenditure	Total Learning and Development (L&D) expenditure: includes all legitimate expenses incurred for all internal and external learning programmes at the Zondereinde, Booyseindal and Eland operations for the reporting period, as evidenced by invoices or appropriate internal accounting records, which may include: ▪ Scholarships and bursaries; ▪ Salaries or wages for employees in Internships, Learnerships and Apprenticeships; ▪ Work Integrated Learning programmes; ▪ Occupationally directed training which contribute to continuing professional development or work-based information programmes which contribute to increased understanding of job, work context or improved performance or skills (limited to a maximum of 15% of Total skills development expenditure); and ▪ External training expenditure provided for unemployed black people & employees. Cost of learning programmes: legitimate expenses incurred in relation to L&D expenditure, incorporating: ▪ Administrative costs (cost of training staff associated with the training facility); ▪ Cost of trainers, training facilities, training materials and catering for internal training events; and ▪ Catering, accommodation and travelling costs (including subsistence, fuel, and accommodation) associated with external training events), (limited to a maximum of 15% of the total skills development expenditure).

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Selected Information	Definitions
Social and Labour Plan expenditure (continued)	Mandatory sectoral training (training which is mandated by other pieces of legislation, such as health and safety training required in terms of the MHSA) expenditure does not qualify as skills development expenditure. Similarly, as required in terms of the Mining Charter, 2018, director and executive training is excluded. Local Economic Development (LED): Contributions initiated and implemented at the Zondereinde, Booyseendal and Eland operations for targeted beneficiaries outside of the organisation, which are aligned to the requirements of municipality Integrated Development Plans (IDPs) in which the operations occur, focusing on the following key elements: ▪ Safety and security; ▪ Health; ▪ Environmental management programmes; ▪ Income generating projects; ▪ Education; and ▪ Basic infrastructure Corporate Social Investment (CSI): Discretionary contributions initiated and implemented at the Zondereinde, Booyseendal and Eland operations for targeted beneficiaries who are outside of the organisation, but not limited to: ▪ Contributions to charities, NGOs and research institutions; or ▪ Direct costs associated with social programmes, including arts, education etc.

GRI standards checklist

GRI Standard	Disclosure	GRI Standard Disclosure description	Page	Reference
GRI 102: GENERAL DISCLOSURES 2016	ORGANISATIONAL PROFILE			
	102-1	Name of the organization	Front cover	
	102-2	Activities, brands, products, and services	3 8	Our growing operations; Our business model
	102-3	Location of headquarters	3	Our growing operations
	102-4	Location of operations	3	Our growing operations
	102-5	Ownership and legal form		https://www.northam.co.za/investors-and-media/publications/annual-reports
	102-6	Markets served	3	Our growing operations
	102-7	Scale of the organization	3	Our growing operations
	102-8	Information on employees and other workers	40 41	A growing workforce; Our workforce in numbers
	102-9	Supply chain	81	Enterprise and supplier development
	102-10	Significant changes to the organization and its supply chain		https://www.northam.co.za/investors-and-media/publications/annual-reports
	102-11	Precautionary Principle or approach		Northam applies a precautionary environmental approach which is aligned with the National Environmental Management Act 107 of 1998 (NEMA) and the requirements of its ISO14001 environmental management systems (EMSs). All development must be socially, environmentally and economically sustainable, meaning that negative impacts on the environment and communities' environmental rights are anticipated and prevented, minimised or remedied. This is done by applying a risk-averse and cautious approach, which takes limits of current knowledge into account when considering the consequences of decisions and actions.
	102-12	External initiatives		■ UNAIDS ■ Carbon and water disclosure project (CDP) ■ Global Reporting Initiative (GRI) ■ Framework agreement on a sustainable mining industry ■ Framework for peace and sustainability in the mining industry ■ ILO Declaration of Fundamental Principles and Rights at work ■ ISO 14001: 2015 ■ ISO 45001 ■ Mining Industry Occupational Safety and Health (MOSH) targets ■ UN Global Compact ■ UN SDGs
	102-13	Membership of associations		■ International Platinum Group Metals Association (IPA) ■ Minerals Council South Africa (MCSA) ■ Platinum Guild Investment Council (PGIC) ■ World Platinum Investment Council (WPIC)
	STRATEGY			
	102-14	Statement from senior decision-maker	4	CEO welcome
	102-15	Key impacts, risks, and opportunities		
	ETHICS AND INTEGRITY			
	102-16	Values, principles, standards, and norms of behaviour	59	Human Rights and code of conduct https://www.northam.co.za/governance/policies-and-procedures

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GRI Standard	Disclosure	GRI Standard Disclosure description	Page	Reference
GRI 102: GENERAL DISCLOSURES 2016	GOVERNANCE			
	102-18	Governance structure	9 10 11	Sustainability Management; How we govern sustainability at Northam; Health, safety and environmental committee, Social ethics, human resources and transformation committee Further information on how we govern Northam Platinum Holdings Limited can be found at https://www.northam.co.za/investors-and-media/publications/annual-reports
	STAKEHOLDER ENGAGEMENT			
	102-40	List of stakeholder groups	12	Stakeholder engagement and material issues
	102-41	Collective bargaining agreements	18 60	Unions; Employee relationships
	102-42	Identifying and selecting stakeholders	13 65	Stakeholder engagement and material issues; Community engagement
	102-43	Approach to stakeholder engagement	13 65 67 69	Stakeholder engagement and material issues; Community engagement; How we engage; Our community landscape
	102-44	Key topics and concerns raised	13	Stakeholder engagement and material issues
	REPORTING PRACTISE			
	102-45	Entities included in the consolidated financial statements	3	Our growing operations
	102-46	Defining report content and topic Boundaries		https://www.northam.co.za/investors-and-media/publications/annual-reports
	102-47	List of material topics	13 23	Stakeholder engagement and material issues; Materiality matrix
	102-48	Restatements of information		There are no restatements of previously disclosed information
	102-49	Changes in reporting		Northam no longer prepares a single, Annual integrated report, but has prepared a stand-alone Sustainability report for the period currently under review
	102-50	Reporting period	2	Our reporting suite
	102-51	Date of most recent report	2	Our reporting suite
	102-52	Reporting cycle	2	Our reporting suite
	102-53	Contact point for questions regarding the report		https://www.northam.co.za/investors-and-media/publications/annual-reports
	102-54	Claims of reporting in accordance with the GRI Standards	2	Our reporting suite
	102-55	GRI content index		This table represents the GRI Content Index page
	102-56	External assurance		EY is the external assurance provider for selected information disclosed in the SD report. A copy of the independent auditor's report can be found at https://www.northam.co.za/
MATERIAL TOPICS				
GRI 200: ECONOMIC	MANAGEMENT APPROACH			
	103-1	Explanation of the material topic and its Boundaries	61	Housing and living conditions;
	103-2	The management approach and its components	64	Our communities;
	103-3	Evaluation of the management approach	72 75 80 81	Uplifting our communities; Social and labour plans; Inclusive procurement; Enterprise and supplier development

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GRI Standard	Disclosure	GRI Standard Disclosure description	Page	Reference
GRI 201: ECONOMIC PERFORMANCE 2016	201-1	Direct economic value generated and distributed	61 72 73 74 76 77	Housing and living conditions; Uplifting our communities; Job creation and skills development; Community investment; Summary of SLP projects in F2021; Community social investment
	201-2	Financial implications and other risks and opportunities due to climate change	88	TCFD recommendations and supporting recommended disclosures, as referencing the Carbon Disclosure Project submission
GRI 202: MARKET PRESENCE 2016	202-2	Proportion of senior management hired from the local community	41 48 49 50, 51	Our workforce in numbers; Managing diversity; Employment equity progress; Women at mining
GRI 203: INDIRECT ECONOMIC IMPACT 2016	203-1	Infrastructure investments and services supported	76	Summary of SLP projects
GRI 204: PROCUREMENT PRACTISES 2016	204-1:	Proportion of spending on local suppliers	81	Enterprise and supplier development
GRI 205: ANTI-CORRUPTION 2016	205-1	Operations assessed for risks related to corruption		
GRI 300: ENVIRONMENTAL	MANAGEMENT APPROACH			
	103-1	Explanation of the material topic and its Boundaries	84	Our environment;
	103-2	The management approach and its components	55	Progress against our objectives;
	103-3	Evaluation of the management approach	86 87 89 91 93 99 100 101 102 103	Climate change and Greenhouse Gas emissions; Climate change targets; Managing our energy use and GHGs; Air quality; Land management and Biodiversity; Water use and management; Water use and conservation; Resource use and waste; Tailings storage; Environmental compliance
GRI 301: MATERIALS 2016	301-1	Materials used by weight or volume	101	Resource use and waste
GRI 302: ENERGY 2016	302-1	Energy consumption within the organization	90	Performance
	302-4	Energy intensity	90	Performance
GRI 303: WATER AND EFFLUENTS 2018	303-3	Water withdrawal by source	99	Water use and management
	303-4	Water discharge	99	Water use and management
	303-5	Water consumption	99	Water use and management
GRI 304: BIODIVERSITY 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	93 94	Land management and biodiversity; Land management
	304-2	Significant impacts of activities, products, and services on biodiversity	93 94	Land management and biodiversity; Land management
	MM1	Amount of land (owned or leased, and managed for production activities or extractive use) disturbed or rehabilitated	93 94	Land management and biodiversity; Land management
GRI 305: EMISSIONS 2016	305-1	Direct (Scope 1) GHG emissions	90	Performance
	305-2	Energy indirect (Scope 2) GHG emissions	90	Performance
	305-3	Other indirect (Scope 3) GHG emissions	90	Performance
	305-4	GHG emissions intensity	90	Performance
	305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	90 91 92	Performance; Air quality management; Dust management

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GRI Standard	Disclosure	GRI Standard Disclosure description	Page	Reference
GRI 306: WASTE 2020	306-3	Waste generated	102	Resource use and waste
GRI 307: ENVIRONMENTAL COMPLIANCE 2016	307-1	Non-compliance with environmental laws and regulations	104	Environmental compliance
GRI 400: SOCIAL	MANAGEMENT APPROACH			
	103-1	Explanation of the material topic and its Boundaries	25	Health, safety and wellness; Progress against our objectives; Our safety management approach; Managing health, safety and environment; Safety programs; Smart Platinum Mining through value based leadership; Industry leading practise adoption; Our people; Progress against our objectives; Our people strategy; Human resources strategic cornerstones; Learning and development; Diversity and inclusion; Employee value proposition; Human rights and code of conduct
	103-2	The management approach and its components	26	
	103-3	Evaluation of the management approach	27	
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GRI 401: EMPLOYMENT 2016	401-1	New employee hires and employee turnover	41	A growing workforce;
			42	Our workforce in numbers
GRI 402: LABOR / MANAGEMENT RELATIONS 2016	MM4	Number of strikes and lock-outs exceeding one week's duration, by operation	61	Employee relations. No strikes or lock-outs exceeding one week's duration were experienced at any of Northam's operations during the year under review
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1	Occupational health and safety management system	26	Progress against our objectives;
			27	Our safety management approach;
			28	Managing health, safety and environment;
			31	Industry leading practice adoption
	403-2	Hazard identification, risk assessment, and incident investigation	30	Smart platinum mining through value based leadership (fit for purpose systems and processes)
	403-3	Occupational health services	35	Occupational health
	403-4	Worker participation, consultation, and communication on occupational health and safety	31	Smart platinum mining through value based leadership (Empowered people)
	403-5	Worker training on occupational health and safety	31	Smart platinum mining through value based leadership (Empowered people)
	403-6	Promotion of worker health	35	Occupational health
	403-9	Work-related injuries	32	Safety performance
	403-10	Work-related ill health	34	Occupational health;
			36	Operational performance against UNAIDS targets
GRI 404: TRAINING AND EDUCATION 2016	404-2	Programs for upgrading employee skills and transition assistance programs	47	Our learning programmes during 2021;
			53	Progressing womens' careers at Northam
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1	Diversity of governance bodies and employees	42	Our workforce in numbers;
			49	Managing diversity;
			50	Employment equity progress;
			51, 52	Women at mining
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	61	Employee relations
GRI 408: CHILD LABOR 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	60	Human rights and code of conduct
GRI 409: FORCED OR COMPULSORY LABOR 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	60	Human rights and code of conduct