



ROYAL BAFOKENG
PLATINUM
MORE THAN MINING

2
19



Databook

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The standards, codes, principles and guidelines applied or complied with during our reporting process

Standards, codes, principles, guidelines	Level of application/compliance in our reporting
International Financial Report Standards (IFRS)	Complied with
International Integrated Reporting Council's (IIRC) International Reporting <IR> Framework	Guided by its principles
Global Reporting Initiative (GRI) Standards	Guided by its standards
King Code on Corporate Governance 2016 (King IV)	Applied
JSE Listings Requirements	Complied with
Companies Act 71 of 2008	Complied with
Principles of the United Nations Global Compact (UNGC)	Applied
Sustainable Development Goals	Reported on our progress
Mining Charter and Social and Labour Plan (SLP)	Reported on RBPlat's progress

Governance information

RBPlat's governance framework and culture provides a solid foundation for our application of King IV with a focus on achieving the four corporate governance outcomes of an ethical culture, good performance, effective control and legitimacy. Applying King IV is a commitment on the part of RBPlat to stakeholder inclusivity, corporate citizenship and protecting the value we create.

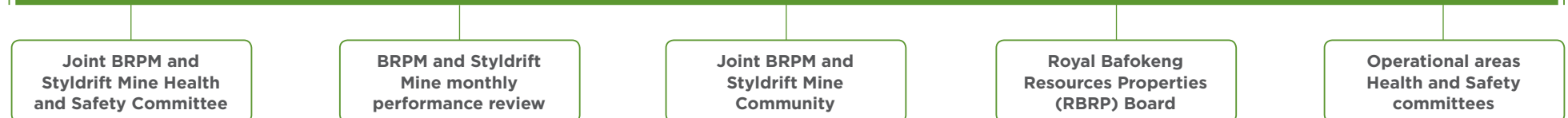
Board governance structure



Management governance structure



Operational management structure



Board committees

RBPlat's Board committees report quarterly to the Board on their statutory duties and Board-assigned responsibilities. Their responsibilities are set out in their terms of reference, which are regularly reviewed and are available on the RBPlat website at www.bafokengplatinum.co.za/policies-and-charters.php.

SOCIAL AND ETHICS COMMITTEE	AUDIT AND RISK COMMITTEE	REMUNERATION AND NOMINATION COMMITTEE
<p>Members are all non-executive directors and the majority are independent non-executive directors – see pages 32 and 33 of our intergrated report (IR) for profiles of each committee member. The committee's report is available on page 124 of the IR 2019. K² K³</p> <p>The committee is responsible for meeting its statutory duties in terms of Regulation 43 of the Companies Act and monitoring and reviewing RBPlat's performance as a responsible corporate citizen, which includes oversight and review of:</p> <ul style="list-style-type: none"> • ethical matters in RBPlat • RBPlat's approach to the safety and health of its people, the environment and the communities in which it operates • the sustainable development of the business • monitoring and overseeing operational risk in conjunction with the Audit and Risk Committee 	<p>Members are all independent non-executive directors elected by the shareholders at the Annual General Meeting (AGM) – see page 32 of the IR.</p> <p>It is a statutory committee with statutory duties (see the report on page 3 of the annual financial statements).</p> <p>Key accountability, monitoring and oversight responsibilities delegated to the committee by the Board include the:</p> <ul style="list-style-type: none"> • accuracy and transparency of our financial reporting • ensuring appropriateness of financial reporting procedures and their application • risk governance K¹¹ • technology and information governance K¹² • internal and external audit oversight • funding-related matters • internal control environment • forensic audits • regulatory compliance • expense and budget variance control 	<p>Members are all independent non-executive directors – see page 32 of our IR 2019. The remuneration and implementation report is available on pages 125 to 134 of the IR 2019. K¹⁴</p> <p>The committee:</p> <ul style="list-style-type: none"> • reviews key human resource practices, policies and strategies to ensure the organisation remunerates fairly and responsibly • ensures transparent, accurate and complete remuneration disclosure • monitors compliance with share scheme regulations • monitors talent management and executive succession planning • commissions an independent assessment of our remuneration • oversees evaluation programme for the Board and its committees • oversees the appointment process of new directors and the composition of the Board and its committees • assesses the competence and experience of the Company Secretary and reports the outcome of its assessment to the Board

The ad hoc Technical and Finance Committees made up of members of RBPlat's executive management and Board address specific technical and financial matters, respectively.

Board meeting attendance

Name of director	Date of appointment	Attendance				Committee membership	Directors to be elected or re-elected
		Board attendance ¹	Audit and Risk Committee	Remuneration and Nominations Committee	Social and Ethics Committee		
Independent non-executive directors							
Adv Kgomotso Moroka (SC) (65) Chair (The Board Chair)	June 2010	7/7		5/6		> Chair of the Nomination Committee > Remuneration Committee member > The Chair attends the Audit and Risk and Social and Ethics committee meetings by invitation	
Peter Ledger (70)	February 2018	7/7	4/5		3/4	> Audit and Risk > Social and Ethics > Ad hoc Technical > Ad hoc Finance	X
Zanele Matlala (56)	September 2018	7/7	5/5			> Audit and Risk > Ad hoc Finance	
Mark Moffett (60)	September 2014	6/7	5/5			> Audit and Risk > Ad hoc Finance	X
Thoko Mokgosi Mwantembe (58)	November 2014	7/7		6/6	4/4	> Chair of the Remuneration Committee > Member of the Nominations Committee and the Social and Ethics Committee	
Mike Rogers (75)	December 2009	7/7		6/6	4/4	> Chair of the Social and Ethics Committee and member of the Remuneration and Nomination Committee and the ad hoc Technical Committee	
Louisa Stephens (43)	September 2014	7/7	5/5	2/2		> Chair of the Audit and Risk Committee and member of the Nominations and Remuneration Committee > Ad hoc finance	
Non-independent non-executive directors							
Avischen Moodley (36)	January 2019	7/7					
Obakeng Phetwe (42)	February 2018	6/7			4/4	> Social and Ethics Committee	X
Gordon Smith (61)	January 2019	7/7					
Udo Lucht (42)	September 2018	2/2					
*David Wilson (49)	May 2014	5/5			2/2		

* Resigned 28.06.2019

¹ Members of the Executive Committee attend the Board and committee meetings by invitation

Application of King IV principles in 2019

The following table has been developed to provide a summary assessment of RBPlat's application of the principles described in King IV in 2019. Reference in certain instances may be made to the latest IR or to the Company's website for further information.

King IV principle		Application/explanation
1.	The governing body should lead ethically and effectively	The Board assumes responsibility for the governance of ethics in RBPlat including the approval of a code of ethics and Fraud and a Corruption Prevention Policy. It also includes oversight by the Social and Ethics Committee of the monitoring and review of its implementation and the efforts to establish an ethical culture. See pages 37 and 88 of our integrated report 2019 for further information.
2.	The governing body should govern the ethics of the organisation in a way that supports the establishment of an ethical culture	<p>Governing ethics in RBPlat in a manner that supports the establishment of an ethical culture Like the rest of South Africa, RBPlat is exposed to challenges with regard to ethics, fraud and corruption. Addressing this threat to the integrity of our business remains a key focus.</p> <p>Both the Audit and Risk and Social and Ethics committees, which in turn report into the Board, receive quarterly reports on ethics management and fraud prevention in RBPlat.</p> <p>In 2017 we conducted an ethics survey and committed to plans to improve the ethical culture in RBPlat. These included increasing awareness of our code of ethics and our commitment to an ethical culture. We communicated with our employees throughout 2018 and 2019, explaining the importance of complying with our code of ethics and our fraud and corruption policy and procedures. This communication included awareness workshops; booklets were provided to senior and junior employees, who were also asked to sign a pledge committing to our code of ethics; and ethics training has been included in our annual induction process.</p> <p>To reduce the risk of fraud within our recruitment process, our application of RBPlat's code of ethics and our Fraud and Corruption Policy starts with pre-employment screening to verify that the information submitted to us by applicants is correct. We also require our employees to:</p> <ul style="list-style-type: none"> • complete an annual declaration of interest; should an employee's circumstances change during the year they are required to complete a declaration covering this change • disclose annually any employment outside RBPlat • declare any family relationships with RBPlat employees. <p>Employees are made aware of their responsibilities in regard to an annual declaration of their interests through direct communication and awareness campaigns and access to an online declaration form simplifies the process. We maintain a database of employees' declarations of interests and are currently running a pilot project using data analytics to identify any areas of potential employee/supplier fraud risk by assessing RBPlat's data together with a credit data analyst's big data universe.</p> <p>Throughout the year we communicate with our employees explaining the importance of complying with our code of ethics and our Fraud and Corruption Policy prevention and procedures. During the year under review a fraud risk assessment was conducted and a fraud risk register established. Through this process we identified the main fraud and corruption risks in RBPlat, which will be monitored and reported on quarterly.</p> <p>Protecting our supply chain The steps we have and are taking to address ethics, fraud and corruption include the drafting of a new supply chain policy and a review and redesign of supply chain processes.</p> <p>We employ a product that takes us beyond vendor registration to tracking the movement of funds, checking the financial stability of suppliers, their status with SARS, etc. In 2019 we introduced additional vetting of all our suppliers and service providers and will maintain a list of all blacklisted trading partners and suppliers found to have acted unethically/fraudulently in their dealings with RBPlat.</p> <p>During 2019 we also conducted a sustainability survey of our top suppliers to establish the status of their environmental management and social responsibility.</p>

Application of King IV principles in 2019 continued

King IV principle		Application/explanation
3.	The governing body should ensure the organisation is and is seen to be a responsible corporate citizen	<p>Meeting the obligations and responsibilities we have towards society and the natural environment on which society depends can be challenging. As we have indicated in our vision <i>To seek and deliver the good from mining</i>, our mission <i>To leave a lasting legacy of sustainable benefits for our stakeholders</i>, and our purpose <i>To create economic value for all our stakeholders</i>, we are determined that RBPlat is a responsible corporate citizen. A key component of meeting our responsibilities is our approach to sustainable development, which is discussed under our application of King IV principle 4. It also includes meeting our responsibility to comply with all laws and regulations that apply to RBPlat and our support and application of non-binding codes, standards and plans we choose to apply (see our application of King IV principle 13).</p> <p>To meet our responsibilities to our employees we apply the United Nations Global Compact's (UNGC's) principles and are adopting the UN Voluntary Principles on Security and Human rights in our workplace (see the human capital section of our integrated report 2019).</p> <p>Contributing to the sustainable development of the communities in which we operate and ensuring that our activities do not impact their health and well-being is a major responsibility for RBPlat as a corporate citizen. How we have addressed our responsibility to these communities is addressed in the social and relationship capital section of our integrated report.</p> <p>We are also responsible for creating sustainable long-term value for our shareholders, who include the Royal Bafokeng Nation (RBN) community, which is a major shareholder in our business.</p> <p>Addressing our responsibilities in terms of the PoPI Act</p> <p>The purpose of the Protection of Personal Information (PoPI) Act is to ensure that all South African institutions conduct themselves in a responsible manner when collecting, processing, storing and sharing personal information by holding them accountable should they abuse or compromise personal information in any way. To ensure all our affected employees understand their responsibilities with regard to the Act, RBPlat conducted a readiness audit. An improvement plan was developed to address the gaps identified by the audit and was implemented during 2018. In addition, a Company procedure manual covering what is required of these employees, to ensure that both they and RBPlat comply with the Act, was prepared and circulated to these employees.</p>
4.	The governing body should appreciate that the organisation's core purpose, its risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process	<p>The Company recognises that its activities and outputs can have both positive and negative impacts on the economy, society and environment in which it operates and the capital it employs to create value for stakeholders by achieving good performance. It sets its strategy objectives by assessing the risks and opportunities presented in relation to the risk appetite and risk tolerance, establishes its key performance indicators (KPI), the key risk indicators (KRIs) for each KPI and measures its performance against these KPIs. See referenced pages of the IR for further information.</p> <p>RBPlat's main strategic objective is to achieve <i>More than mining</i> by creating sustainable value for all our stakeholders. It is our responsibility to not only deliver a good financial performance, but also to make a positive contribution to society and create lasting benefits for our stakeholders by being responsible, transparent and respectful of the rights of all.</p> <p>Sustainable development is integrated with, and aligned to, our strategy and is an integral part of the way we do business. Our sustainability strategy is influenced by the same elements that influence our business strategy: stakeholders, governance and ethics, risk management, the Company's financial position and our people. The diagram on our website at www.bafokengplatinum.co.za illustrates the role our sustainability strategy plays in our use and growth of our capitals, as well as the role it plays in protecting our stock of capitals and ensuring the sustainability of our business.</p> <p>We recognise that our activities and outputs can have both positive and negative impacts on the triple context economy, society and the environment in which we operate and the capitals we employ in our business to create value for our stakeholders by achieving a good performance (see our business model in our IR).</p>
5.	The governing body should ensure that reports issued by the organisation enable stakeholders to make informed assessments of the organisation's performance	<p>The Board assumes responsibility for the integrity of the IR and critically assesses and satisfies itself as to the assurances obtained in terms of the combined assurance model. The model enables an effective internal control environment that supports the integrity of information used for internal decision-making by management, the Board and its committees. See referenced pages of the IR for further information.</p>

Application of King IV principles in 2019 continued

King IV principle		Application/explanation
6.	The governing body should serve as the focal point and custodian of governance in the organisation	Our governance framework positions our Board as the custodian of corporate governance in RBPlat and provides it with effective control of the business. By effectively governing RBPlat and taking into consideration our stakeholders' interests, our Board and management contribute value to both the business and its stakeholders. The diagram on page 4 of this databook sets out our governance structure at Board, executive management and operational level. The Board provides direction as governance custodian by establishing accountability, delegation, monitoring and oversight and it facilitates the establishment of an ethical culture by demonstrating ethical leadership, approving an appropriate code of ethics, Fraud and Corruption Prevention Policy and ensuring management's accountability for establishing an ethical culture. It puts in place arrangement for delegation of authorities that promote independent judgement, a balance of power, and leads to the effective discharge of duties within the Board and its committee structures as well as at executive and management level.
7.	The governing body should comprise the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively	Through the appointment of strong independent directors and the separation and clear definition of the roles and responsibilities of the Chairman and Chief Executive Officer (CEO), RBPlat has established a clear balance of power and authority at Board level. We have ensured that the interests of our minority shareholders are protected by the majority of our Board members being independent non-executive directors. The Board's composition is such that it caters for diversity and independence in order to discharge its duties effectively and objectively. The Board Charters and committee terms of reference also ensure that a balance of power exists and that conflicts of interest are detected and managed appropriately. The Memorandum of Incorporation (Moi) also requires one-third of our directors to retire from office at every AGM based on their tenure since they were previously elected or re-elected to the Board.
8.	The governing body should ensure that its arrangements for delegation within its own structure promote independent judgement and assist with the balance of power and the effective discharge of its duties	Our Board performs its duties within a framework of policies and controls that provide for effective risk assessment and management of our economic, environmental and social performance. The RBPlat Board Charter, which is closely aligned with the recommendations of King IV, details the responsibilities of the Board, while our Moi also addresses certain of the directors' responsibilities and powers. The Board oversees the Group's delegation of authority policy which, together with the MOI, determines the delegated powers to the governance structures and leaders within the business.
9	The governing body should ensure the evaluation of its and its committees' own performance as well as its Chairs and individual members and support continued improvement in its performance and effectiveness	<p>The Board conducts annual evaluations of its and its committees' performances and enlists the assistance of the Institute of Directors (IOD) in this regard. In a three-year cycle, the Board conducts a completely independent and comprehensive review and utilises the outcomes of these evaluations to identify weaker areas for improvement to build on key performance areas.</p> <p>The roles and responsibilities of the Chairman and the CEO are separate and clearly defined. The CEO is accountable to the Board for leading the implementation and execution of our Board-approved strategy, policies and business plans. As an executive director of the RBPlat Board and Chairman of the Executive Committee, the CEO plays a key role in providing a link between management and the Board and ensuring Board decisions are communicated to management.</p>
10.	The governing body should ensure that the appointment of and delegation to management contributes to role clarity and the effective exercise of authority and responsibilities	<p>Through the appointment of strong independent directors and clear definition and separation of roles and responsibilities of the Chair and CEO, the Company establishes balance of power and authority levels. The Board performs its duties within a framework of policies and controls which provide effective risk assessment and management of performance. The Board Charter, Delegation of Authority Policy and MOI also address Board and management responsibilities and powers.</p> <p>The Board's MOI sets out the shareholders' delegation of authority to the Board, which has a formal schedule of matters reserved for its consideration and decision. Its delegation of certain matters to its committees and subsidiary companies is described in the terms of reference of these committees, which can be found in the governance section of our website www.bafokengplatinum.co.za. In addition, the Board delegates authority to the executive directors and the Executive Committee.</p>

Application of King IV principles in 2019 continued

King IV principle		Application/explanation
11.	The governing body should govern risk in a way that supports the organisation in setting and achieving its strategic objectives	<p>The Board provides direction as governance custodian by establishing accountability, delegation, monitoring and oversight. It ensures appropriate strategies, policies, charters, terms of reference, etc, and assurance services and functions are in place to achieve compliance with relevant laws and regulations, effective control at Board, committee and executive and management level, effective risk management and technology and information governance, and facilitates responsible corporate citizenship and a stakeholder-inclusive approach that will help us achieve our objectives and vision. The Board, by setting the direction for how the organisation approaches and addresses risk, ensures that the Company has the appropriate risk management framework, people, processes and technology in place to evaluate and manage the uncertainties we face in protecting and creating stakeholder value. The Board accepts that it is responsible for the governance of risk and has the ultimate responsibility not only for risk management but also for developing the risk appetite and monitoring risk tolerance levels. See pages 20 to 24 and page 36 of the IR for further information.</p> <p>The contribution risk governance makes to our ability to create value Our Board by:</p> <ul style="list-style-type: none"> • setting the direction for how we approach and address risk • ensuring we have the appropriate ERM framework, people, processes and technology in place to evaluate and manage the uncertainties we face in protecting and creating stakeholder value <p>has taken responsibility for the governance of risk in RBPlat.</p> <p>It has ultimate responsibility not only for risk management but also for developing our risk appetite and setting and monitoring our risk tolerances (see How our risk management journey is adding value to our business for information on how our risk governance structures and processes support our strategy development and the achievement of our strategic objectives).</p> <p>Risk governance using three lines of defence First line of defence CEO, Exco, mine managers and heads of departments – accountable for ensuring RBPlat has and maintains an effective, efficient and transparent risk management process.</p> <p>Second line of defence Executive: Risk, Assurance and Sustainability, Head: Risk and Compliance, Head: Sustainability, Company Secretary, Risk and Governance Committee, corporate and mine risk forums, functional area and mine risk champions, are responsible for developing a culture of risk management and facilitating control effectiveness throughout the Company.</p> <p>Third line of defence Internal audit over which the Board and Audit and Risk Committee have an oversight role to determine appropriate risk and assurance processes. RBPlat’s Board is accountable for effective governance and is accountable for the total risk management process and forming an idea of its effectiveness. The internal audit unit, as well as our external auditors PricewaterhouseCooper Inc. (PwC), complete the last level of defence.</p> <p>Risk management review and reporting structure Internal stakeholders Board</p> <ul style="list-style-type: none"> • Audit and Risk Committee • Social and Ethics Committee <p>Responsibility:</p> <ul style="list-style-type: none"> • Strategic/corporate risk profile • Setting of risk appetite and tolerances • Linkage to business strategy and performance <p>Executive Committee</p> <ul style="list-style-type: none"> • Functional and operational executives • Executive: Risk, Assurance and Sustainability <p>Responsibility: Corporate risk profile</p> <ul style="list-style-type: none"> • Setting of risk tolerance and monitoring of performance against risk appetite

Application of King IV principles in 2019 continued

King IV principle		Application/explanation
		<p>Mine business review forum</p> <ul style="list-style-type: none"> • Mine managers • Mine heads of departments <p>Responsibility:</p> <ul style="list-style-type: none"> • Mine and functional-specific risk profiles • Monitoring of KPI risk tolerance performance and implement interventions <p>External stakeholders Shareholders Regulators Other stakeholders including communities, industry bodies, etc</p>
12.	The governing body should govern technology and information in a way that supports the organisation setting and achieving its strategic objectives	Technology and information governance is a focus area of the Board subcommittee and the Audit and Risk Committee. Executive responsibility lies with the Financial Director. The Executive Committee oversees the implementation of the information governance framework and manages related risks which it reports to the Audit and Risk Committee.
13.	The governing body should govern compliance with applicable law and adopted, non-binding rules, codes and standards in a way that supports the organisation being ethical and a good corporate citizen	<p>The Board governs compliance with applicable laws and adopted non-binding rules, codes and standards in a way that supports the organisation being ethical and a good corporate citizen.</p> <p>Our Board's commitment to full compliance with all applicable laws and regulations, and its support and application of certain non-binding codes, standards and plans, includes all 10 principles of the UNGC; the UN Voluntary Principles on Security and Human Rights 2019, which have been designed specifically for extractive companies; the South African government's National Development Plan; and the UN's Sustainable Development Goals (SDGs).</p> <p>Our regulatory compliance framework, compliance risk policy and our regulatory risk management process ensure that the effectiveness of the key internal controls in place to mitigate our compliance risks is continually monitored and that risk management plans are in place to ensure compliance with new legislation or amendments to current legislation.</p> <p>RBPlat has complied with the JSE Listings Requirements during the year under review.</p> <p>RBPlat's Board-approved compliance risk management framework aims to ensure:</p> <ul style="list-style-type: none"> • alignment with RBPlat's business strategy, ERM framework, SHE risk management plan and leading practice • it serves as a reference for those responsible for managing compliance • a consistent approach to the management of compliance across RBPlat. <p>RBPLAT'S FOUR-PHASE COMPLIANCE RISK MANAGEMENT PROCESS: Phase I Compliance risk identification Phase II Compliance risk assessment Phase III Compliance risk management (control optimisation) Phase IV Compliance risk monitoring</p> <p>Our regulatory compliance universe outlines a list of over 81 pieces of legislation and regulations in relation to minerals, land, environmental management, geology, human resources, engineering, safety and health, financial, information technology, the Companies Act, the JSE Listings Requirements, etc, which we monitor to ensure compliance.</p> <p>Our regulatory compliance universe categorises each item, its legislative impact and the likelihood of non-compliance. It also allocates a priority ranking to the core pieces of legislation which are likely to have a material impact on RBPlat should we not comply with them. Compliance with these pieces of legislation is continually monitored.</p>

Application of King IV principles in 2019 continued

King IV principle		Application/explanation
13.	The governing body should govern compliance with applicable law and adopted, non-binding rules, codes and standards in a way that supports the organisation being ethical and a good corporate citizen	<p>Combined assurance in RBPlat To ensure we have adequate assurance across the RBPlat Group, and to prevent gaps or duplication in assurance efforts, we have adopted a combined assurance approach. Our risk and assurance unit is responsible for maintaining the combined assurance plan in consultation with functional and operational management and internal audit. Progress on assurance activities is tracked monthly and reported on to the Audit and Risk Committee and/or the Social and Ethics Committee every quarter, depending on the nature of the area assured.</p> <p>The Audit and Risk Committee obtained assurance on the financial statements, internal controls and sustainability information included in RBPlat's IR and carried out its statutory duties set out in section 90 of the Companies Act 71 of 2008. It satisfied itself as to the expertise and experience of the Financial Director and the financial function and assessed the independence and performance of the internal and external audit functions. (See the Audit and Risk Committee report on page 3 of the annual financial statements available online at www.bafokengplatinum.co.za.)</p> <p>The Social and Ethics Committee advises and provides guidance to the Board on the effectiveness of management's efforts in respect of social, ethics and sustainable development-related matters. It also carries out its duties as prescribed in the Companies Act 71 of 2008 and reports on its discharge of its duties in this regard to the Board and stakeholders. Its report appears in our IR each year.</p>
14.	The governing body should ensure that the organisation remunerates fairly, responsibly and transparently so as to promote the achievement or strategic objectives and positive outcomes in the short, medium and long term	<p>The Company understands that it is essential that its strategies, risks, performances and rewards are aligned to enable the creation of shareholder value. The Remuneration and Nominations Committee is charged with ensuring that executive directors and senior management are fairly rewarded based on their performance and overall contributions.</p> <p>The Board makes every effort to ensure that the organisation remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term.</p> <p>RBPlat understands that it is essential that our strategy, risks, performance and rewards are aligned if we are to create shareholder value. The Remuneration and Nomination Committee is charged with ensuring that executive directors and senior management are fairly rewarded for their individual contributions to the Company's overall performance and for ensuring that RBPlat's remuneration policies and practices are designed to align performance with reward and to attract and retain the right talent, while having regard to the interests of stakeholders and the financial condition of the Group. The individual performance of executives is measured against KPIs linked to our strategic objectives. The remuneration review sets out our Remuneration philosophy and policy, structure, our efforts to achieve fair and responsible remuneration, our engagement with shareholders on our remuneration reporting, components of our remuneration and implementation report setting out our implementation of the Remuneration Policy.</p> <p>See pages 125 to 134 of the integrated report for further information.</p>
15.	The governing body should ensure that assurance services and functions enable an effective control environment and that these support the integrity of information for internal decision-making and of the organisation's external and internal reports	<p>To ensure adequate assurance across the Group, and to prevent gaps or duplication in assurance efforts, a combined assurance approach is adopted. The risk and assurance function is responsible for maintaining the combined assurance plan in consultation with the relevant other functions in the organisation. Progress in this regard is reported to the Transformation, Social and Ethics and Audit and Risk Committees on a quarterly basis, depending on the areas assured. The Audit and Risk Committee also received the necessary assurances aligned to its statutory responsibilities. See page 3 of the annual financial statements and page 35 of the IR, available online at www.bafokengplatinum.co.za.</p>
16.	In the execution of its governance role and responsibilities, the governing body should adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the organisation over time	<p>Balancing the needs, interests and expectations of Company's stakeholders is a material issue. Additional information on how the Company approaches its stakeholder relationships can be found on pages 100 to 105 of the IR.</p>

Combined assurance map

The purpose of the assurance map is to reflect the coordinated approach implemented for all assurance activities performed by assurance providers and to map assurance coverage against the Top 10 Strategic Risks for the 2019 financial year, across the organisation.

	Strategic risk	Inherent risk rating	Lines of defence						Type of assurance	Level of assurance	Oversight committee	
			First line	Second line			Third line					
			Management	SHER	Risk and compliance	Sustainability	Internal audit	External audit				Other
1	Styldrift mine ramp-up (project and production)	High	Management		Risk and compliance		Internal audit		Quarterly risk assessment, project assurance (internal audit)	✓	ARC	
2	Controlling operating costs	High	Management		Risk and compliance		Internal audit	@	Financial audit, internal audit®, quarterly risk assessment	✓	ARC	
3	Labour instability and community instability	High	Management		Risk and compliance		Internal audit		Quarterly risk assessment, internal audit: limited assurance	✓	ARC SEC	
4	Safety performance	High	Management	Risk and compliance	Risk and compliance	Sustainability		*	Safety legal compliance audit*, OHSAS, quarterly risk assessment	✓	ARC SEC	
5	Capital funding structure and strategy	High	Management		Risk and compliance			@	Quarterly risk assessment, financial audit®	✓	ARC	
6	Political and economic risk	High	Management		Risk and compliance			*	Quarterly risk assessment, compliance certification audit*	✓	ARC	
7	Commodity prices	High	Management		Risk and compliance			@	Quarterly risk assessment, financial audit®	✓	ARC	
8	Power curtailment and water supply shortage	High	Management		Risk and compliance	Sustainability		*	Quarterly risk assessment, environmental audits*: power and water supply/shortage	✓	ARC SEC	
9	Environmental and climate changes	Medium	Management	Risk and compliance	Risk and compliance	Sustainability		*	Quarterly risk assessment, compliance certification audit* ISO14001	✓	ARC SEC	
10	Adequate and appropriate skills	High	Management		Risk and compliance	Sustainability	Internal audit	*	Quarterly risk assessment, internal audit: limited assurance, SLP:DMR*, sustainability assurance	✓	ARC REMCO SEC	

Legend

Lines of defences

First line		Management
Second line		Safety, health and environmental
		Risk and compliance
		Sustainability
Third line		Internal audit
	@	External audit: financial (PwC)
	*	External audit: non-financial, other
		Other external assurers

Levels of assurance

	No assurance
∨	Limited/inadequate assurance
>	Moderate assurance
∧	Extensive assurance

Risk rating

	Extremely high risk
	High risk
	Moderate risk

Lines of defences

ARC	Audit and risk committee
SEC	Social and ethics committee
REMCO	Remuneration and nomination committee

Manufactured capital

Mining production

Description	Unit	% change year-on-year	2019	2018	2017
Total development	km	11.7	39.1	35.0	36.1
BRPM	km	15.4	32.3	28.0	29.3
Styl drift	km	(2.9)	6.8	7.0	6.8
IMS panel ratio (BRPM)	ratio	(2.6)	1.87	1.92	1.68
IMS panel ratio (Styl drift)	ratio	166.7	0.80	0.50	–
Total stoping square metres	000 m ²	12.5	610	542	510
BRPM	000 m ²	(2.1)	411	420	469
Styl drift	000 m ²	61.8	199	123	41
Merensky	000 m ²	6.8	515	482	420
UG2	000 m ²	58.3	95	60	90
Total tonnes delivered	kt	12.8	3 829	3 395	2 992
BRPM	kt	(1.8)	2 229	2 268	2 431
Styl drift	kt	42.0	1 600	1 127	561
Merensky	kt	9.1	3 240	2 969	2 437
UG2	kt	38.3	589	426	555
Built up head grade (4E)	g/t	2.6	3.91	3.96	3.94
Merensky	g/t	2.8	3.91	3.94	3.93
UG2	g/t	0.7	3.87	4.11	3.99
BRPM	g/t	(0.2)	4.01	4.21	4.16
Styl drift	g/t	12.4	3.77	3.45	2.99

Manufactured capital continued

BRPM

Description	Unit	% change year-on-year	2019	2018	2017
Total development	km	15.4	32.3	28.0	29.3
Working cost development	km	13.3	30.7	27.1	29.2
Capital development	km	77.8	1.6	0.9	0.1
Total stoping square metres	000 m ²	(2.1)	411	420	469
Merensky	000 m ²	(12.2)	316	360	379
UG2	000 m ²	58.3	95	60	90
IMS panel ratio	ratio	(2.6)	1.87	1.92	1.68
Total tonnes delivered	kt	(1.7)	2 229	2 268	2 431
Merensky	kt	(11.0)	1 640	1 842	1 876
UG2	kt	38.3	589	426	555
UG2 %	%	36.8	26	19	23
Total tonnes milled	kt	(3.3)	2 222	2 299	2 449
Merensky	kt	(12.5)	1 641	1 876	1 893
UG2	kt	37.4	581	423	557
UG2 %	%	44.4	26	18	23
Concentrator recovery	%	(1.6)	84.09	85.49	86.35
BRPM	%	(1.6)	84.67	86.01	87.14
Maseve	%	1.1	81.07	80.15	—
Built-up head grade (4E)	g/t	(4.8)	4.01	4.21	4.16
Merensky (4E)	g/t	(4.2)	4.06	4.24	4.21
UG2 (4E)	g/t	(5.8)	3.87	4.11	3.99
4E metals in concentrate	koz	(9.4)	241	266	283
Pt metal in concentrate	koz	(9.8)	156	173	183

Manufactured capital continued

Styldrift

Description	Unit	% change year-on-year	2019	2018	2017
Total development	km	(2.9)	6.8	7.0	6.8
Working cost development	km	–	3.5	–	–
Capital development	km	(52.9)	3.3	7.0	6.8
Total stoping square metres	000 m ²	61.8	199	123	41
Merensky	000 m ²	61.8	199	123	41
UG2	000 m ²	–	–	–	–
IMS panel ratio	ratio	60.0	0.8	0.5	–
Total tonnes delivered	kt	42.0	1 600	1 127	561
Merensky	kt	42.0	1 600	1 127	561
UG2	kt	–	–	–	–
Total tonnes milled	kt	45.0	1 625	1 121	572
Merensky	kt	45.0	1 625	1 121	572
UG2	kt	–	–	–	–
UG2 %	%	–	–	–	–
Built-up headgrade (4E)	g/t	9.3	3.77	3.45	2.99
Merensky (4E)	g/t	9.3	3.77	3.45	2.99
UG2 (4E)	g/t	–	–	–	–
4E metals in concentrate	koz	56.9	160	102	45
Pt metal in concentrate	koz	59.1	105	66	29

Manufactured capital continued

Concentrator production

Description	Unit	% change year-on-year	2019	2018	2017
Total tonnes milled	kt	12.5	3 847	3 420	3 021
BRPM	kt	(3.3)	2 222	2 299	2 449
Styldrift	kt	45.0	1 625	1 121	572
Merensky	kt	9.0	3 266	2 997	2 464
UG2	kt	37.4	581	423	557
UG2 % milled	%	25.0	15	12	18
BRPM concentrator	kt	(5.5)	2 689	2 847	2 701
Merensky	kt	(7.3)	2 463	2 657	2 464
UG2	kt	18.9	226	190	237
UG2 % milled	%	14.3	8	7	9
Maseve concentrator	kt	197.7	1 158	389	0
Merensky	kt	135.5	803	341	0
UG2	kt	639.6	355	48	0
UG2 % milled	%	158.3	31	12	–
Tonnes milled – UG2 Toll	kt	(100.0)	–	184	320
Built-up headgrade (4E)	g/t	(1.3)	3.91	3.96	3.94
BRPM	g/t	(4.8)	4.01	4.21	4.16
Styldrift	g/t	9.3	3.77	3.45	2.99
Merensky	g/t	(0.8)	3.91	3.94	3.93
UG2	g/t	(5.8)	3.87	4.11	3.99
Recovery – 4E (total concentrating)	%	(1.6)	83.07	84.43	85.71
BRPM	%	(1.0)	84.34	85.18	86.28
Maseve	%	(0.2)	80.13	80.32	–
4E metals in concentrate	koz	9.0	401	368	328
BRPM	koz	9.4	241	266	283
Styldrift	koz	56.9	160	102	45
Pt metal in concentrate	koz	9.2	261	239	212
BRPM	koz	(9.8)	156	173	183
Styldrift	koz	59.1	105	66	29

Manufactured capital continued

Labour

Description	Unit	% change year-on-year	2019	2018	2017
Total labour	number	(6.1)	10 059*	9 479	8 350
Working cost labour	number	(52.3)	8 899	5 843	5 691
BRPM	number	(3.6)	5 093	4 918	4 995
Styl drift	number	—	2 913	—	—
Concentrating	number	2.4	408	418	264
Shared and central services	number	4.3	485	507	432
Capital labour	number	68.1	1 160	3 636	2 659
BRPM	number	82.0	9	50	62
Styl drift	number	69.2	1 094	3 557	2 574
Concentrating	number	—	28	—	1
Shared and central services	number	—	29	29	22
Milled tonnes/TEC	t/TEC	10.2	36.8	33.4	34.2

* This labour excludes corporate office employees, for the total labour including corporate office see page 21

Manufactured capital continued

Operating costs

Description	Unit	% change year-on-year	2019	2018	2017
Cash operating cost	R'm	(103.6)	5 675	2 788	2 815
BRPM	R'm	(8.5)	3 024	2 788	2 815
Styl drift	R'm	–	2 651	–	–
RBPlat operating cash cost/tonne milled	R/t	(21.6)	1 475	1 213	1 149
BRPM	R/t	(12.2)	1 361	1 213	1 149
Styl drift	R/t	–	1 632	–	–
Operating cash cost/4E oz	R/oz	(35.1)	14 139	10 468	9 941
BRPM	R/oz	(20.0)	12 562	10 468	9 941
Styl drift	R/oz	–	16 504	–	–
Operating cash cost/Pt oz	R/oz	(34.8)	21 770	16 145	15 414
BRPM	R/oz	(20.3)	19 427	16 145	15 414
Styl drift	R/oz	–	25 242	–	–

Capex

Description	Unit	% change year-on-year	2019	2018	2017
Stay in business capital	R'm	15.3	226	196	118
BRPM	R'm	57.1	77	49	77
Styl drift	R'm	25.0	125	100	11
Concentrating	R'm	(47.7)	23	44	31
Maseve	R'm	(66.7)	1	3	–
SIB % of operating cost (RBPlat)	%	17.6	4.0	3.4	3.8
Replacement capital	R'm	102.0	101	50	34
Phase III	R'm	(58.0)	21	50	33
BRPM UG2	R'm	–	–	–	1
Styl drift North/South declines	R'm	–	80	–	–
Expansion capital	R'm	(58.5)	1 334	3 213	2 008
Styl drift I	R'm	(61.9)	1 225	3 213	2 005
Styl drift exploration drilling	R'm	–	–	–	3
Processing	R'm	–	109	–	–
Total capital expenditure	R'm	(52.0)	1 661	3 459	2 160

Human capital

Our workforce


Description	% change year-on-year	2019	2018	2017
BRPM	2.7	5 102	4 968	5 057
Contractors ¹	7.2	3 329	3 104	3 108
Enrolled employees	(4.9)	1 773	1 864	1 949
Concentrators	4.3	436	418	265
Contractors	6.0	211	199	64
Enrolled employees	2.7	225	219	201
Styldrift Mine	12.7	4 007	3 557	2 574
Contractors	(6.6)	1 307	1 399	965
Enrolled employees	25.1	2 700	2 158	1 609
Maseve Mine	(32.3)	21	31	–
Contractors	–	5	5	–
Enrolled employees	(38.5)	16	26	–
Central and Shared Services	(2.4)	493	505	454
Contractors	(18.6)	57	70	55
Enrolled employees	0.2	436	435	399
Corporate office²	(3.4)	28	29	22
Total number of employees³	6.1	10 087	9 508	8 372

¹ Includes fixed term contractors, labour hire and volume contractors

² These numbers include our two executive directors who are members of the RBPlat Board


³ These numbers exclude trainees who were part of our social and labour plan commitments

Employee turnover

Description	% change year-on-year	2019	2018	2017
 Voluntary employee turnover including fixed term contractors and labour hire employees, but excluding volume contractors	52.9	2.6	1.7	6.1
Management turnover	132.7	11.4	4.9	19.8*

* The increase in management turnover in 2017 was mainly the result of a restructuring process

Absenteeism rate

Description	% change year-on-year	2019	2018	2017
 Total absenteeism rate for full-time employees*	(1.8)	5.4	5.5	6.1

* Total absenteeism rate includes AWOL and sick leave


Employees entitled to maternity/paternity leave

Period	Male	Female
2017	3 005	538
2018	3 708	747
2019	4 162	889

Number of employees who took maternity/paternity leave

Period	Attendance or absence group	Male	Female
2017	Maternity leave paid	–	37
	Parental leave	–	–
2018	Maternity leave paid	–	43
	Parental leave	–	–
2019	Maternity leave paid	–	57
	Parental leave	52	–
		52	57

Noise-induced hearing loss (NIHL) statistics

Description	% change year-on-year	2019	2018	2017
 Employees diagnosed with NIHL exceeding 10%	(23.1)	10	13	10
The number of employees submitted to Rand Mutual for compensation for hearing loss	(23.1)	10	13	16
The number of employees compensated for hearing loss	33.3	4	3	6

Human capital continued

Safety statistics

RBPlat recordable injuries

	% change year-on-year	2019	2018	2017
☉ Total recordable injuries	3.4	182	176	163
Total lost-time injuries	(14.9)	40	47	45
Total serious injuries	(31.4)	24	35	23
☉ Injury-free days	2.6	240	234	244

Description	Unit	% change year-on-year	2019	2018	2017
Section 54s issued	No	80.0	9	5	11
☉ Production shifts lost	No	100.0	50	25	57
Milled tonnes lost	kt	(13.6)	51	59	72
4E ounces lost	koz	(11.9)	5.9	6.7	8.5

BRPM safety performance

	% change year-on-year	2019 (1 000 000 hours)	2018 (1 000 000 hours)	2017 (1 000 000 hours)
Total injury frequency rate (TIFR)	4.5	6.072	7.702	7.969
Lost-time injury frequency rate (LTIFR)	(17.8)	2.277	2.769	2.828
Serious injury frequency rate (SIFR)	(31.0)	1.434	2.077	1.542
Fatal injury frequency rate (FIFR)	(51.4)	0.084	0.173	0.000

		2019	2018	2017
Injury-free days	7.2	314	293	288

Styltdrift safety performance

	% change year-on-year	2019 (1 000 000 hours)	2018 (1 000 000 hours)	2017 (1 000 000 hours)
Total injury frequency rate (TIFR)	0.4	13.277	13.223	18.518
Lost-time injury frequency rate (LTIFR)	(19.5)	1.817	2.258	2.893
Serious injury frequency rate (SIFR)	(38.8)	0.987	1.613	1.157
Fatal injury frequency rate (FIFR)	–	0.140	0.000	0.000

		2019	2018	2017
Injury-free days	(2.0)	288	294	311

Concentrator safety performance

		2019 (1 000 000 hours)	2018 (1 000 000 hours)	2017 (1 000 000 hours)
Total injury frequency rate (TRIFR)	97.3	12.969*	6.572	5.709
Lost-time injury frequency rate (LTIFR)		0.000	1.643	1.903
Serious injury frequency rate (SIFR)		0.000	1.643	1.903
Fatal injury frequency rate (FIFR)		0.000	0.000	0.000

		2019	2018	2017
Injury-free days	(41.0)	356	606	362

* This includes all medical treatment cases

Human capital continued

TB statistics

	% change year-on- year	2019	2018	2017
Number of screenings conducted of enrolled employees and contractors	8.1	59 534	55 083	49 360
☒ Employees and contractors who tested positive for TB	(26.3)	42	57	61
Employees and contractors on INH	50.4	988	657	455
TB incidence rate*	(34.1)	416/100 000	631/100 000	765/100 000
Number of employees and contractors who completed the TB treatment programme at the BRPM clinic	(5.0)	57	60	59

* Our TB incidence rate is calculated using the average monthly labour figure. In 2019 average labour increased and the number of cases decreased

HIV/Aids statistics

(We have aligned ourselves with the Department of Health's test and treat programme and the achievement of the targets of the UNAIDS 90-90-90 treatment targets by 2020)

	% change year-on- year	2019	2018	2017
☒ Number of counselling sessions	1.7	12 964	12 753	11 545
☒ Total number of employees and contractors tested for HIV/Aids	3.1	12 757	12 379	10 924
New cases that tested positive for HIV	4.8	153	146	181
Employees who started ART this year*	54.0	311	202	241
☒ Number of employees who stayed on ART	25.2	785	627	622
☒ Number of ART default cases*	(40.9)	39	66	36
☒ Employees and contractors known to be HIV positive**	5.6	2 903	2 749	2 347
HIV prevalence rate	1.7	23.4	23.0	23.1

* These numbers include our workforce who are members of the Platinum Health Wellness Programme

** Adding up the new HIV-positive cases and adding them to those known to be HIV-positive at the end of the previous year will not necessarily equate to the same number of known HIV-positive cases at the end of the current year as there will always be labour movement during the year

Human capital continued

Mining Charter III diversity statistics

Skill level	% change	Number of HDSAs 2019	2019 %	Number of HDSAs 2018	2018 %	Mining Charter III targets
Board	–	7	54.5 36.4 women**	6	54.5	50% HDSAs
Executive management	(33.3)	4	57.1 14.3 women	6	54.5	50% HDSAs 20% women
Senior management*	216.7	19	61.3 9.7 women	6	54.5	50% HDSAs 25% women
Middle management	(3.8)	102	49.8 14.1 women	106	50.2	60% DSAs 25% women
Junior management	24.3	1 503	80.0 13.5 women	1 209	79.2	70% HDSAs 30% women
Core and critical skills	21.1	5 589	98.4 15.6 women	4 615	98.6	70% HDSAs 30% women
Employees with disabilities	–	36	0.4	–	–	1.5% of all employees

* New Patterson definitions from June 2019
Exco = All F Band and executives
Senior management = E2 Upper
Middle management = D2 to E1 Lower
Junior management = C1 – D1
Core and critical skills: A and B

** Please note that HDSA women exclude white women in accordance with Mining Charter III

Social and relationship capital

Community engagement



	2019	% of community engagements
Doorstep community member engagements	188	22.2
Engagements from communities <20 km from our operations	153	18.0
Communities >20km from our operations	507	59.8
Total	848	100%

RBPlat SLP expenditure breakdown

R (million)	Total spend over 10 years	2019	2018	2017
Community infrastructure	51.0	5.3	9.5	0.0
Health support	25.3	0.6	1.3	0.2
Poverty alleviation and job creation	37.5	0.2	0.5	0.8
Education support	49.2	3.1	5.0	3.6
Community skills development	24.2	2.4	2.1	2.4
Enterprise development	8.5	2.0	2.3	1.7
Discretionary funds	11.8	1.2	1.4	1.0
Housing and living conditions	257.8	5.9	0.4	0.3
Subtotal	465.4	20.8	22.4	10.1
Training and development SLP spend	479.1	45.0	40.8	30.3
Total SLP expenditure	944.5	65.8	63.2	40.5
HRD spend (Legal, mandatory and other training)	356.5	84.3	71.7	43.2
Total SLP and training	1 301.0	150.1	134.9	83.7

Social and relationship capital continued

Discretionary procurement



Spend categories	RBPlat's HDSA local procurement spend target (50km radius) %	RBPlat's HDSA doorstep procurement spend target (Macharora) %	Total procurement spend R	Total discretionary spend R	HDSA procurement spend R	Local HDSA procurement spend R	Doorstep HDSA procurement spend R	 % of total discretionary procurement spent with HDSA companies	 % of total discretionary procurement spent with local HDSA companies	% total discretionary procurement spent with doorstep HDSA companies
Capital spend	40	10	865 344 501	853 618 108	707 356 558	126 823 869	24 702 241	86.6	37.4	4.0
Consumable spend			1 215 134 314	1 211 028 247	1 027 047 960	160 437 827	7 737 382			
Services spend			2 427 468 609	2 017 876 034	1 800 272 715	1 400 673 822	146 636 194			
Total spend			4 507 947 424	4 082 522 390	3 534 677 233	1 687 935 518	179 075 817			

Natural capital


Understanding our carbon footprint

We use internal GHG emissions calculators to monitor our GHG emissions monthly. Our Scope 1 and 2 emissions are audited as part of our annual sustainability assurance process.

Our GHG emissions by scope

	% change year-on- year	2019 tCO ₂ e	2018 tCO ₂ e	2017 tCO ₂ e
 Scope 1 Direct GHG emissions from sources that are owned or controlled by RBPlat – petrol and diesel fuel consumed by our vehicles and equipment	18.7	9 292	7 826	5 666
 Scope 2 Indirect GHG emissions produced during the production of the electricity we purchase from Eskom	25.3	418 341	333 919	327 930
Scope 3 Indirect GHG emissions from sources not owned or controlled by RBPlat – for example transport-related activities in vehicles not owned by the mine	44.3	5 412	3 751	4 394
Total emissions	25.3	433 045	345 496	337 990

The carbon intensity of our operations

	Carbon intensity unit	% change year-on- year	Quantity in 2019	Carbon intensity in 2019	Quantity in 2018	Carbon intensity in 2018
Concentrator intensity						
Total tonnes milled (including toll treated*)	tCO ₂ e/000 tonnes	11.19	3 847	0.11	3 420	0.100
4E ounces in concentrate	tCO ₂ e/000 oz	14.79	401	1.07	368	0.929
Platinum ounces in concentrate	tCO ₂ e/000 oz	14.58	261	1.64	239	1.430
Mining intensity						
Run-of-mine (ROM) tonnes delivered to concentrators	tCO ₂ e/000 tonnes	10.58	3 829	0.11	3 395	0.101
Overall intensity statistics						
Revenue	tCO ₂ e/000 ZAR	(39.28)	7 491.9	0.06	3 627.1	0.094
Intensity per employee	tCO ₂ e/FTE	17.95	10 087	42.39	9 508	35.943
 Scope 1 and 2 emissions	tCO ₂ e/000 tonnes milled	5.13	427 633	0.11	341 746	0.12

*There was no toll treating in 2019

Natural capital continued

Energy consumption

	% change year-on-year	2019 GJ	2018 GJ	2017 GJ
Electricity				
BRPM	2.7	581 860.0	566 410	586 479
BRPM concentrator	(2.1)	451 317.0	461 196	449 254
Maseve concentrator	–	160 978.5	–	–
Styldrift	42.1	265 482.0	186 797	110 432
Maseve mine	–	2 526.0	–	–
Total electricity consumption	20.4	1 462 163.5	1 214 402	1 146 165
Diesel				
BRPM (mine and concentrator)	1.8	14 194.0	13 941	11 629
Maseve mine	–	821.7	–	–
Styldrift	36.0	83 572.0	61 428	38 204
Total diesel consumption	30.8	98 587.7	75 369	49 844
Petrol				
BRPM (mine and concentrator)	(6.0)	201.2	214	414
Maseve concentrator	–	0	–	–
Styldrift	–	0	0	0
Total petrol consumption	(6.0)	201.2	214	414
Total energy consumption	21.0	1 560 952.4	1 289 985	1 196 423

Energy efficiency

	Baseline	Target 2019	Actual 2019	Target 2018	Actual 2018	Target 2017	Actual 2017	Target 2016	Actual 2016
BRPM concentrator (kWh/tonne milled)	54.0	49.00	46.6	50.00	45.0	51.0	46.2	52.0	47.4
BRPM (kWh/tonne hoisted)	68.0	58.00	68.7	58.5	66.4	59.0	64.0	59.8	66.6
Styldrift (kWh/tonne hoisted)	–	46.70	42.2	51.8	40.4	–	–	–	–
Maseve concentrator (kWh/tonne milled)	–	–	38.6	–	–	–	–	–	–

Natural capital

Water statistics

Potable and recycled water consumption

	% change year-on-year	2019 MI	2018 MI	2017 MI
BRPM concentrator				
Potable water consumption	0.7	1 189.3	1 181.0	1 008.1
Recycled water consumption	(5.4)	1 474.0	1 557.5	1 644.5
BRPM Mine				
Potable water consumption	1.7	564.5	555.1	647.5
Recycled water consumption	65.6	377.6	228.0	179.4
Styldrift Mine				
Potable water consumption	14.3	158.3	138.5	227.0
Recycled water consumption	(28.8)	205.2	288.0	89.0
Maseve concentrator and mine				
Potable water consumption (concentrator)	—	770.7	—	—
Potable water consumption (mine)	—	2.9	—	—
Recycled water consumption	—	—	—	—
Total consumption of potable water	43.3	2 685.7	1 874.5	1 882.6
Total consumption of recycled water	(0.8)	2 056.8	2 073.5	1 912.9
Grand total of water consumed by RBPlat's operations	20.1	4 742.5	3 948.0	3 795.5

Potable water use efficiency

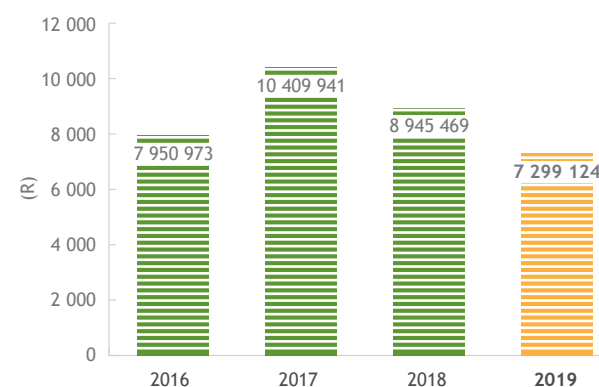
	Baseline	Target 2019	Actual 2019	Target 2018	Actual 2018	Target 2017	Actual 2017	Target 2016	Actual 2016
BRPM concentrator (kl/tonne milled)	0.36	0.28	0.44	0.35	0.42	0.43	0.37	0.49	0.36
BRPM Mine (kl/tonne hoisted)	0.24	0.19	0.24	0.196	0.234	0.202	0.234	0.206	0.233
Styldrift Mine* (kl/tonne hoisted)	0.35	0.26	0.09	0.29	0.11	0.32	0.29	—	—
Maseve concentrator (ML/kt milled)	—	—	0.66	—	—	—	—	—	—
Total water use efficiency (ML/kt milled - includes recycled water)	—	—	1.233	—	1.154	—	1.256	—	1.069

* Baseline in 2016

The use of water from our treatment plant

	% change year-on-year	2019 MI	2018 MI	2017 MI
Treated water used in the BRPM concentrator	(14.6)	682.39	798.84	1 055.6

Potable water cost savings achieved since installation of water treatment plant



Natural capital continued

Waste production and disposal

Type of waste	% change year-on-year	2019 tonnes	2018 tonnes	2017 tonnes
BRPM				
Landfill waste	(53.4)	1 117.1	2 398.5	1 611.5
Incinerated medical waste	(6.7)	1.4	1.5	1.3
Industrial waste	(3.1)	1 466.5	1 421.8	1 640.9
☒ Hazardous waste	(14.9)	51.9	61.0	55.0
Wood distributed for reuse	254.9	1 005.2	283.2	1 269.8
Recycled paper	1 475.0	6.3	0.4	–
Total BRPM waste	(12.4)	3 648.4	4 166.4	4 578.5
Styldrift Mine				
Landfill waste	(28.7)	373.0	523.5	574.9
Medical waste	100.0	0.2	0.1	–
Industrial waste	(37.7)	541.9	869.8	543.2
☒ Hazardous waste	100.8	430.6	214.4	129.0
Wood distributed for reuse	2002.1	82.0	3.9	–
Recycled paper	–	7.8	–	–
Total Styldrift Mine waste	(10.9)	1 435.5	1 611.7	1 247.1
Maseve waste				
☒ Hazardous waste	–	11.2	–	–
Landfill waste	–	167.9	–	–
Total Maseve waste	–	179.1	–	–
Total RBPlat waste	(8.9)	5 263.0	5 778.1	5 825.6

Waste recycled

Type of waste	% change year-on-year	2019 tonnes	2018 tonnes	2017 tonnes
Recycled paper	3 425.0	14.1	0.4	–
Wood distributed for reuse	278.0	1 087.2	287.1	1 269.8
Total recycled	283.1	1 101.3	287.5	1 269.8

Consumption of materials

Material	Units	% change year-on-year	2019	2018	2017
Acetylene	kg	(31.0)	2 190	3 173	2 637
Explosives	kg	29.2	6 968 334	5 394 614	5 825 394
Fire extinguishers	kg	(20.8)	10 827	13 671	10 808
Refrigerants	kg	–	–	–	–
Petrol (Company-owned vehicles and generators)	litres	3.4	6 146	5 945	12 645
Diesel (Company-owned vehicles and generators)	litres	30.8	2 737 911	2 093 610	1 384 242

Natural capital continued

Tailings storage facilities

BRPM existing tailings storage facility

I. Name of managing company		II. Shareholders	III. Country	IV. Name of operation mine
Royal Bafokeng Platinum		Royal Bafokeng Resources Proprietary Limited	South Africa	Bafokeng Rasimone Platinum Mine
1	Tailings facility name	Bafokeng Rasimone Platinum Mine tailings storage facility (BRPM TSF)	20	<p>Operating manual – The 2019 review has been conducted as required by SANS10286. The 2019 update include the testing of the emergency shut-off valve. The document was issued at the end of 2019.</p> <p>Code of practice – The 2019 update was completed, and no major changes were made. The document was issued in 2019.</p> <p>Risk assessment – The 2019 update was completed merging the previous BRPM format with the latest format. The focus of the update was the consolidation of risk scenarios to make the document more user friendly. The document was issued towards the end of 2019.</p> <p>Emergency Preparedness Plan (EPP) – A draft Emergency Preparedness Plan was issued on the 1 October 2019, with a workshop being conducted on the 17 October 2019. The EPP was completed by end of October 2019.</p> <p>Decant outlet inspection – Inspection on the northern and southern decant outfall pipelines was carried out on the 19 July 2019.</p> <p>Dam breach assessment – This has been done for final height. A revision to include different height scenarios such as 25, 50 and 75 of final height. Scenario analysis will be conducted in Q4 2020.</p> <p>SANS 10286 periodic safety audit – The 2019 audit was conducted on 28 September 2019.</p>
2	Location	25° 28'33.81"S, 27° 7'34.49"E		
3	Ownership	Royal Bafokeng Platinum		
4	Status	Active		
5	Date of initial operation	1999		
6	Is the dam currently operated or closed as per currently approved design?	Yes		
7	Raising method	Upstream – spigot		
8	Current maximum height (m)	29m (last survey) and 68m(future)		
9	Current tailings storage impoundment volume (m ³)	26 600 000		
10	Planned tailings storage impoundment volume in five-years' time (m ³)	35 975 000		
11	Most recent independent expert review	2019		
12	Do you have full and complete relevant engineering records including design, construction, operation, maintenance and/or closure?	Yes		
13	What is your hazard categorisation of this facility, based on consequence of failure?	High		
14	What guideline do you follow for the classification system?	SANS 10286: 1998		
15	Has the facility, at any point in its history, failed to be confirmed or certified as stable, or experienced notable stability concerns, as identified by an independent engineer (even if later certified as stable by the same or a different firm)?	No		
16	Do you have internal/in-house engineering specialist oversight of this facility? Or do you have external engineering support for this purpose?	External		
17	Has a formal analysis of the downstream impact on communities, ecosystems and critical infrastructure in the event of catastrophic failure been undertaken and to reflect final conditions? If so, when did this assessment take place?	Yes, 2019		
18	Is there a) a closure plan in place for this dam; and b) does it include long-term monitoring?	(a) Yes (b) Yes		
19	Have you, or do you, plan to assess your tailings facilities against the impact of more regular extreme weather events as a result of climate change, e.g. over the next two years?	Yes		

Natural capital continued

Maseve existing tailings storage facility

I. Name of managing company		II. Shareholders	III. Country	IV. Name of operation mine
Royal Bafokeng Platinum		Royal Bafokeng Resources Proprietary Limited	South Africa	Maseve Plant
1	Tailings facility name	Maseve tailings storage facility (Maseve TSF)	20	<p>Operating manual – The manual has been updated due to the change from spigot to cyclone deposition. The final version was issued on the 19 August 2019.</p> <p>Code of practice – The CoP has been issued for approval to RBPlat on 3 September 2019.</p> <p>Risk assessment – A risk assessment workshop was held on the mine on the 1 October 2019. The risk assessment register was issued on 8 October 2019 for approval from the mine.</p> <p>Emergency Preparedness Plan – A draft Emergency Preparedness Plan was issued on the 1 October 2019, with a workshop conducted on 17 October 2019. The EPP was converted into RBPlat format and a final version was issued on 25 October 2019.</p> <p>Maseve dam breach assessment – This has been done for final height and being revised to include different height scenarios such as 25, 50 and 75% of final height.</p> <p>Maseve SANS 10286 periodic safety audit – The SANS 10286 periodic safety audit was conducted on 27 June 2019.</p>
2	Location	25° 24'56.12"S, 27° 5'43.83"E		
3	Ownership	Royal Bafokeng Platinum		
4	Status	Active		
5	Date of initial operation	2016		
6	Is the dam currently operated or closed as per currently approved design?	Yes		
7	Raising method	Upstream – spigot (conversion to cycloning under way)		
8	Current maximum height (m)	40m		
9	Current tailings storage impoundment volume (m ³)	2 500 000		
10	Planned tailings storage impoundment volume in five-years' time (m ³)	9 100 000		
11	Most recent independent expert review	Yes		
12	Do you have full and complete relevant engineering records including design, construction, operation, maintenance and/or closure?	Yes		
13	What is your hazard categorisation of this facility, based on consequence of failure?	Medium		
14	What guideline do you follow for the classification system?	SANS 10286: 1998		
15	Has the facility, at any point in its history, failed to be confirmed or certified as stable, or experienced notable stability concerns, as identified by an independent engineer (even if later certified as stable by the same or a different firm)?	No		
16	Do you have internal/in-house engineering specialist oversight of this facility? Or do you have external engineering support for this purpose?	External		
17	Has a formal analysis of the downstream impact on communities, ecosystems and critical infrastructure in the event of catastrophic failure been undertaken and to reflect final conditions? If so, when did this assessment take place?	Yes, 2019		
18	Is there a) a closure plan in place for this dam, and b) does it include long-term monitoring?	(a) Yes (b) Yes		
19	Have you, or do you plan to assess your tailings facilities against the impact of more regular extreme weather events as a result of climate change, e.g. over the next two years?	Yes		

GRI table

GRI standard	Disclosure number	Description	Response/ cross reference/unit of measurement	UNGC principles	King IV
STANDARD DISCLOSURES					
ORGANISATIONAL PROFILE					
GRI 102	102-1	Name of the organisation	IR 2019 inside front cover (IFC)		
GRI 102	102-2	a. A description of the organisation's activities b. Primary brands, products and services, including an explanation of any products or services that are banned in certain markets	IR 2019 page 12		
GRI 102	102-3	Location of organisation's headquarters	IR 2019 inside back cover (IBC)		
GRI 102	102-4	Location of operations	IR 2019 pages 2 and 108		
GRI 102	102-5	Nature of ownership and legal form	IR 2019 pages 16 and IBC		
GRI 102	102-6	Markets served (including sectors served and types of customers)	IR 2019 pages 13 to 15		
GRI 102	102-7	Scale of the reporting organisation, including number of employees, net sales, total capitalisation and quantity of products provided	IR 2019 pages 12		
GRI 102	102-8	Information on the organisation's workforce	IR 2019 pages 68 to 82		
GRI 102	102-9	Describe the organisation's supply chain including its main elements as they relate to the organisation's activities, primary brands, products and services	See pages 88 and 12 of the IR 2019		
GRI 102	102-10	Significant changes during the reporting period regarding size, structure, ownership or its supply chain including the location of or changes in operations, including facility openings, closings, expansions, changes in the share capital structure and other capital formation, maintenance and alteration operations; and changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination	See page 30 and 44 to 51 of the IR 2019		
GRI 102	102-11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	See page 112 of the IR 2019	7	
GRI 102	102-12	Externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or endorses	See page 1 of this publication RBPlat is a signatory to the United Nations Global Compact	1, 2, 4, 5, 6, 10	
GRI 102	102-13	Main memberships of industry or other associations and national or international advocacy organisations	See page 105 of the IR 2019		

GRI table continued

GRI standard	Disclosure number	Description	Response/ cross reference/unit of measurement	UNGC principles	King IV
STRATEGY					
GRI 102	102-14	Statement from the most senior decision-maker in the organisation about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability	Chair's review on page 27 of the IR 2019 and CEO's review on page 30		
GRI 102	102-15	Description of key impacts, risks, and opportunities	Our changing business context on page 21 of the IR The issues material in our changing business context on page 21 See pages 22 to 24 of the IR 2019 Adding value to our business through our risk and sustainability management journey on page 20		
GRI 102	102-16	Organisation's values, principles, standards, and norms of behaviour such as codes of conduct and codes of ethics	See page 1 of the IR 2019	1, 2, 3, 4, 5, 6, 7, 10	
GRI 102	102-17	Internal and external mechanisms for (i) seeking advice about ethical and lawful behaviour and organisational integrity; (ii) reporting concerns about unethical and unlawful behaviour, and organisational integrity	See page 88 of the IR 2019	1, 2, 3, 4, 5, 6, 7, 10	
GOVERNANCE					
GRI 102	102-18	Governance structure of the organisation, including committees of the highest governance body; committees responsible for decision-making on economic, environmental and social topics	See page 4 of this publication		
GRI 102	102-19	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	See page 9 of this publication		8, 10
GRI 102	102-20	Whether the organisation has appointed an executive level position or positions with responsibility for economic, environmental and social topics and whether post holders report directly to the highest governance body	See our application of King IV principle 11 on page 10 of this document	1, 2, 3, 4, 5, 6, 7, 10	11
GRI 102	102-21	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body	See pages 100 to 105 of the IR 2019		16
GRI 102	102-22	Composition of the highest governance body and its committees	See pages 32, 33 and 34 of the IR 2019 and our application of King IV principle 7 on page 9 of this publication		7

GRI table continued

GRI standard	Disclosure number	Description	Response/ cross reference/unit of measurement	UNGC principles	King IV
GRI 102	102-23	Whether the Chair of the highest governance body is also an executive officer	See page 33 of the IR 2019		7
GRI 102	102-24	Nomination and selection processes for the highest governance body and its committees and the criteria used for nominating and selecting highest governing body members	See page 5 of this publication for the roles and responsibilities of the Nomination Committee and our application explained under principles 7 and 9 of King IV on page 9		7 and 9
GRI 102	102-25	Processes for the highest governance body to ensure conflicts of interest are avoided and managed	The RBPlat Board has established procedures to enable the directors, prescribed officers and employees on D1 to 3 employment levels of RBPlat to notify the Company of any actual or potential conflict situations and to declare any significant interest in the Company or its contracts		10
GRI 102	102-26	Role of highest governance body and senior executives in the development, approval and updating of the organisation's purpose, values or mission statements, strategies, policies, statements, strategies, policies and goals related to economic, environmental and social impacts	The Board and Executive Committee of RBPlat regularly review our organisation's purpose, values or mission statements, strategies, policies, statements, strategies, policies and goals related to economic, environmental and social impacts. This review process includes an annual review workshop attend by the Board and Executive Committee	1, 2, 3, 4, 5, 6, 7, 10	3
GRI 102	102-27	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	See page 38 of the IR 2019	1, 2, 3, 4, 5, 6, 7, 10	
GRI 102	102-28	Processes for evaluating the highest governance body's performance with respect to governance of economic, environmental and social topics	See page 38 of the IR 2019	1, 2, 3, 4, 5, 6, 7, 10	9
GRI 102	102-29	Highest governance body's role in the Identification and management of economic, environmental and social impacts, risks and opportunities	See pages 36 and 37 of the IR 2019 and page 9 of this publication	1, 2, 3, 4, 5, 6, 7, 10	
GRI 102	102-30	Highest governance body's role in reviewing the effectiveness of risk management processes for economic, environmental and social topics	See page 36 of the IR 2019 and page 9 of this Databook	1, 2, 3, 4, 5, 6, 7, 10	
GRI 102	102-31	Frequency of the highest governance body's review of economic, environmental, and social impacts, risks and opportunities	See page 36 of the IR 2019 and the Social and Ethics Committee Report on page 124 of the IR and the Audit and Risk Committee report on page 3 of the annual financial statements The Board and its committees receive quarterly report on economic, environmental, and social impacts, risks and opportunities	1, 2, 3, 4, 5, 6, 7, 10	
GRI 102	102-32	Highest committee or position that formally reviews and approves the organisation's IR and ensures that all material aspects are covered	The Board reviews the IR during an annual workshop and the Audit and Risk Committee formally reviews and recommends the report to the Board (see page 2 of the IR 2019)		

GRI table continued

GRI standard	Disclosure number	Description	Response/ cross reference/unit of measurement	UNGC principles	King IV
GRI 102	102-33	Process for communicating critical concerns to the highest governance body	See page 102 of the IR 2019	1, 2, 3, 4, 5, 6, 7, 10	
GRI 102	102-34	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	Any matter of critical concern is raised with either the Audit and Risk Committee or the Social and Ethics Committee for onward reporting to the Board. The mechanisms available to any body or person wishing to raise concerns with RBPlat include the ethics hotline and the Company's AGM	1, 2, 3, 4, 5, 6, 7, 10	
GRI 102	102-35	Remuneration policies for the highest governance body and senior executives and how performance criteria in the remuneration policy relate to the economic, environmental and social objectives of the highest governance body and the senior executives	See the remuneration review on pages 122 to 134 of the IR 2019		
GRI 102	102-36	Report the process for determining remuneration	See the remuneration review on pages 125 to 134 of the IR 2019		
GRI 102	102-37	Indicate how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	See remuneration review on page 125 of the IR 2019		
STAKEHOLDER ENGAGEMENT					
GRI 102	102-40	List of stakeholder groups engaged by the organisation	See social and relationship capital section on page 100 to 105 of the IR 2019		
GRI 102	102-41	Report the percentage of total employees covered by collective bargaining agreements	See page 70 of the IR 2019		
GRI 102	102-42	Basis for identification and selection of stakeholders with whom we engage	See page 100 of the IR 2019		
GRI 102	102-43	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	See social and relationship capital section on page 100 to 105 of the IR 2019 and material issues on pages 22 to 24 of the report		
GRI 102	102-44	Key topics and concerns that have been raised through stakeholder engagement and how the organisation has responded to those key topics and concerns including through its reporting, and report on the stakeholder groups that raised each of the key topics and concerns	See social and relationship capital section on pages 100 to 105 of the IR 2019 and page 125 of the remuneration review in the IR	1, 2, 3, 4, 5, 6, 7, 10	
REPORTING PRACTICE					

GRI table continued

GRI standard	Disclosure number	Description	Response/ cross reference/unit of measurement	UNGC principles	King IV
GRI 102	102-45	Entities included in the consolidated financial statements	See page 3 of the annual financial statements		
GRI 102	102-46	Process for defining report content and the aspect boundaries and how the organisation has implemented the reporting principles for defining report content	See page 2 of the IR 2019		
GRI 102	102-47	Material topics identified in the process for defining report content	See page 22 to 24 of the IR 2019		
GRI 102	102-48	Explanation of the effect of any restatements of information provided in earlier reports and the reasons for such restatement	See page 2 of the IR 2019		
GRI 102	102-49	Significant changes from previous reporting periods in the Scope and aspect boundaries	See page 2 of the IR 2019		
REPORT PROFILE					
GRI 102	102-50	Reporting period for information provided	1 January to 31 December 2019		
GRI 102	102-51	Date of most recent previous report	1 January to 31 December 2018		
GRI 102	102-52	Reporting cycle	12 months		
GRI 102	102-53	Contact point for questions regarding the report	lindiwe@bafokengplatinum.co.za		
GRI 102	102-54	The claim made, if the report has been prepared in accordance with the GRI Standards	The preparation of our IR has been guided by the GRI Standards		
GRI 102	102-55	GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report	Databook 2019 pages 32 to 44		
GRI 102	102-56	A description of the organisation's policy and current practice with regard to seeking external assurance for the report	See page 2 and pages 135 to 237 of the IR 2019		
MANAGEMENT APPROACH					
GRI 103	103-1a	Explanation of the material topic and its boundary	See page 2 of the IR 2019		
GRI 103	103-1-b/c	b. The boundary for the material topic including a description of where the impact occurs, the organisation's involvement with the impacts c. Any specific limitation regarding the topic boundary	See page 2 the IR 2019 (About our integrated report) See page 21 and 22 of our IR 2019		
GRI 103	103-2	The management approach and its components	Governance section of each capital in the IR 2019		
GRI 103	103-3	Evaluation of the management approach	Governance section of each capital in the IR 2019		

GRI table continued

GRI standard	Disclosure number	Description	Response/ cross reference/unit of measurement	UNGC principles	King IV
SPECIFIC STANDARD DISCLOSURES					
ECONOMIC					
Economic performance					
GRI 201	201-DMA	Disclosure on management approach	See pages 44 to 51 of the financial capital section of the IR 201		
GRI 201	201-1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and to government	See pages page 11 and 44 to 51 of the IR 2019	10	
GRI 201	201-2	Financial implications, other risks and opportunities for the organisation's activities due to climate change	See page 113 to 114 of the IR 2019		
GRI 201	201-3	Defined benefit plan obligations and other retirement plans	See pages 127 and 128 of the IR 2019		
Indirect economic impacts					
GRI 203	203-DMA	Disclosure on management approach	See page 90 and 91 of the IR 2019		
GRI 203	203-1	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement	See page 91 of the IR 2019		
GRI 204	203-2	Significant indirect economic impacts including the extent of the impacts	Page 90 to 99		
Procurement practices					
GRI 204	204-DMA	Disclosure on management approach	See page 96 of the social and relationship section of the IR 2019		
GRI 204	204-1	Proportion of spending on local suppliers at significant locations of operation	See page 96 of the social and relationship section of the IR 2019		
Anti-corruption					
GRI 205	205-DMA	Disclosure on management approach	See pages 37 and 88 of the IR 2019	10	
GRI 205	205-1	Operations assessed for risks related to corruption and the significant risks identified	See page 88 of the IR 2019	10	
GRI 205	205-2	Communication and training about anti-corruption policies and procedures	See page 88 of the IR 2019	10	
GRI 206	206-1	Confirmed incidents of corruption and actions taken	Any cases of misconduct are taken very seriously and disciplinary action is taken in accordance with our internal policies. Due to possible confidentiality restraints and/or the possibility that an incident may be connected to an ongoing or related internal review or investigation, we do not report this data publicly	10	

GRI table continued

GRI standard	Disclosure number	Description	Response/ cross reference/unit of measurement	UNGC principles	King IV
ENVIRONMENTAL					
GRI 301	301-DMA	Disclosure on management approach	See page 112 of the natural capital section of the IR 2019	7, 8	
GRI 301	301-1	Materials used by weight or volume	See page 29 of this publication	8	
GRI 301	301-2	Percentage of materials used that are recycled input materials	See page 121 of the IR 2019 and page 29 of this publication		
Energy management					
GRI 302	302-DMA	Disclosure on management approach	See page 115 of the natural capital section of the IR 2019		
GRI 302	302-1	Energy consumption within the organisation (Scope 1 and 2)	See page 115 of the natural capital section of the IR 2019 and page 27 of this publication		
GRI 302	302-2	Energy consumption outside the organisation (Scope 3)	See page 27 of this publication		
GRI 302	302-3	Energy intensity	See page 116 of the natural capital section of the IR 2019 and page 27 of this publication		
GRI 302	302-4	Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	See page 116 of the natural capital section of the IR 2019		
Water and effluents					
GRI 303	303-DMA	Disclosure on management approach	See page 118 of the natural capital section of the IR 2019	7, 8	
GRI 303	303-1	Interactions with water as a shared resource including process for setting water-related goals	See page 119 of the natural capital section of the IR 2019		
GRI 303	303-2	Management of water discharge-related impacts including the minimum standards set for the quality of effluent discharges and how these minimum standards were determined	See page 118 to 120 of the natural capital section of the IR 2019		
GRI 303	303-5	Water consumption from all areas and any change in water storage if identified as having a significant impact	See page 117 and 118 of the natural capital section of the IR 2019 and page 28 of this publication	8, 9	

GRI table continued

GRI standard	Disclosure number	Description	Response/ cross reference/unit of measurement	UNGC principles	King IV
Biodiversity					
GRI 304	304-DMA	Disclosure on management approach	See page 122 of the natural capital section of the IR 2019	7, 8	
GRI 304	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	See page 122 of the natural capital section of the IR 2019	8	
GRI 304	304-2	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside of protected areas	See page 122 of the natural capital section of the IR 2019		
MM2		Number and percentage of total sites identified as requiring biodiversity management plans according to stated criteria, and the number (percentage) of those site with plans in place	See page 122 of the natural capital section of the IR 2019		
Emissions					
GRI 305	305-DMA	Disclosure on management approach	See page 114 of the natural capital section of the IR 2019		
GRI 305	305-1	Direct greenhouse gas (GHG) emissions Scope 1	See page 113 of the natural capital section of the IR 2019 and page 26 of this publication		
GRI 305	305-2	Direct (Scope 2) GHG emissions	See page 113 of the natural capital section of the IR 2019 and page 26 of this publication		
GRI 305	305-3	Energy indirect (Scope 2) GHG emissions	See page 113 of the natural capital section of the IR 2019 and page 26 of this publication		
GRI 305	305-4	Other indirect (Scope 3) GHG emissions	See page 113 of the natural capital section of the IR 2019 and page 26 of this publication		
GRI 305	305-5	GHG emissions intensity	See page 26 of this publication		
GRI 305	305-6	Reduction of GHG emissions	See page 115 of the natural capital section of the IR 2019 and page 26 of this publication		

GRI table continued

GRI standard	Disclosure number	Description	Response/ cross reference/unit of measurement	UNGC principles	King IV
WASTE					
GRI 306	306-DMA	Disclosure on management approach	See page 121 of the natural capital section of the IR 2019		
GRI 306	306-3	Waste managed broken down by waste stream including management of hazardous waste	See page 121 of the natural capital section of the IR 2019 and page 29 of this publication		
Environmental compliance					
GRI 307	307-DMA	Disclosure on management approach	See page 112 of the natural capital section of the IR 2019		
GRI 307	307-1	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	No significant fines or non-monetary sanctions for non-compliance with environmental laws and regulations were incurred during 2019		
Supplier environmental assessment					
GRI 308	308-DMA	Disclosure on management approach	See page 88 of the natural capital section of the IR 2019		
GRI 308	308-1	Percentage of new suppliers that were screened using environmental criteria	See page 88 of the natural capital section of the IR 2019		
GRI 308	308-2	Negative environmental impacts in the supply chain and actions taken including number of suppliers assessed for environmental impacts, number of suppliers with negative environmental impacts	See page 88 of the IR 2019	8	
SOCIAL					
Employment					
GRI 401	401-DMA	Disclosure on management approach	See page 69 of the human capital section of the IR 2019		
GRI 401	401-1	Total number and rates of new employee hire and employee turnover by age group, gender and region	See page 70 of the human capital section of the IR 2019 and page 21 of this publication		
GRI 401	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	See page 127 to 128 of the IR 2019		
GRI 401	401-3	Parental leave	See page 21 of this publication		
		Number of employees entitled to parental leave by gender	See page 21 of this publication		
		Number of employees who took parental leave by gender	See page 21 of this publication		

GRI table continued

GRI standard	Disclosure number	Description	Response/ cross reference/unit of measurement	UNGC principles	King IV
Labour management/relations					
GRI 402	402-DMA	Disclosure on management approach	See page 69 to 70 of the human capital section of the IR 2019	3, 4, 5, 6	
MM4	MM4	Number of strikes and lock-outs exceeding one week's duration	There have been no strikes or lockouts exceeding one week's duration in our operations since we took over operational control in 2010		
Occupational health and safety					
GRI 403	403-DMA	Disclosure on management approach	See page 76 to 78 of the human capital section of the IR 2019		
GRI 403	403-1	Occupational health and safety management system	See page 78 of the human capital section of the IR 2019		
GRI 403	403-2	Hazard identification, risk assessment and incident investigation	See page 77 of the human capital section of the IR 2019		
GRI 403	403-3	Occupational health services' functions that contribute to the identification and elimination of hazards and minimisation of risks	See page 79 of the human capital section of the IR 2019		
GRI 403	403-4	Worker participation, consultation and communication on occupational health and safety	See page 78 of the human capital section of the IR 2019		
GRI 403	403-5	Worker training provided on occupational health and safety	Worker training on occupational health and safety is provided as part of our compliance with legal and mandatory training requirements		
GRI 403	403-6	Promotion of worker health through the provision of access to non-occupational medical and healthcare services and voluntary health promotion services	See page 78 to 80 of the human capital section of the IR 2019		
GRI 403	403-7	Prevention and mitigation of occupational health and safety impacts directly linked to our operations	See page 78 to 80 of the human capital section of the IR 2019		
GRI 403	403-8	Workers covered by an occupational health and safety management system	See page 78 to 79 of the human capital section of the IR 2019		
GRI 403	403-9	Work-related injuries	See page 77 of the human capital section of the IR 2019		

GRI table continued

GRI standard	Disclosure number	Description	Response/ cross reference/unit of measurement	UNGC principles	King IV
Training and education					
GRI 404	404-DMA	Disclosure on management approach	See page 81 of the human capital section of the IR 2019	6	
GRI 404	404-1	Average hours of training per year per employee	See page 81 of the human capital section of the IR 2019		
GRI 404	404-2	Programmes for upgrading employee skills and transition assistance programmes	See page 81 to 82 of the human capital section of the IR 2019		
GRI 404	404-3	Percentage of employees receiving regular performance and career development reviews	Our senior and middle management and our mining teams at our operations have performance reviews twice a year and are measured against key performance management indicators (See the remuneration report on pages 125 to 134 of the IR) and team performance reviews take place monthly		
Diversity and equal opportunity					
GRI 405	405-DMA	Disclosure on management approach	See page 69 to 71 of the human capital section of the IR 2019		
GRI 405	405-1	Composition of governance bodies and breakdown of employees per category according to gender, age, race and other indicators of diversity	See pages 34, 35, 72 and 73 of the IR 2019		
GRI 405	405-2	Ratio of basic salary and remuneration of women to men for each employment category	See page 125 of the human capital section of the IR 2019		
Non-discrimination					
GRI 406	406-DMA	Disclosure on management approach	See page 69 of the human capital section of the IR 2019		
GRI 406	406-1	Incidents of discrimination and corrective actions taken	There were no incidents of discrimination in RBPlat during 2019		
Freedom of association and collective bargaining					
GRI 407	407-DMA	Disclosure on management approach	See page 70 of the human capital section of the IR 2019		
GRI 405	405-2	Ratio of basic salary and remuneration of women to men for each employment category	See page 125 of the human capital section of the IR 2019		
GRI 407	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	See page 70 of the human capital section of the IR 2019 and with regard to our operations. The laws of South Africa protect employees' right to freedom of association and collective bargaining		

GRI table continued

GRI standard	Disclosure number	Description	Response/ cross reference/unit of measurement	UNGC principles	King IV
Child labour					
GRI 408	408-DMA	Disclosure on management approach	See page 69 of the human capital section of the IR 2019		
GRI 408	408-1	Operations and suppliers at significant risk for incidents of child labour	See page 69 of the human capital section of the IR 2019. The South African constitution protects children from the risk of child labour		
Forced or compulsory labour					
GRI 409	409-DMA	Disclosure on management approach	See page 69 of the human capital section of the IR 2019	4	
GRI 409	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	The South African constitution protects its citizens from the risk of forced or compulsory labour	4	
GRI 410	410-DMA	Disclosure on management approach	See page 71 of the human capital section of the IR 2019	1, 2	
GRI 410	410-1	Percentage of security personnel trained in human rights policies or procedures	See page 71 of the IR 2019	1, 2	
Rights of indigenous people					
GRI 411	411-DMA	Disclosure on management approach	See page 69 of the human capital section of the IR 2019	1, 2	
GRI 411	411-1	Incidents of violations involving rights of indigenous peoples	There were no incidents involving the violation of the rights of indigenous peoples	1, 2	
MM5	MM5	Number of sites located on or near indigenous people's land	See page 16 of the IR 2019	1, 2	
		Number of sites with operations in or adjacent to an indigenous community that have an agreement with that community	The communities in which we operate are major shareholders in our business and our operations are located on their land	1, 2	
Human rights assessment					
GRI 412	412-DMA	Disclosure on management approach	See page 69 of the human capital section of the IR 2019	1, 2	
GRI 412	412-1	Operations that have been subject to human rights reviews or impact assessments	See page 69 and 117 of the IR 2019	1, 2	
GRI 412	412-2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations including the percentage of employees trained	See page 71 and 88 of the IR 2019	1, 2	

GRI table continued

GRI standard	Disclosure number	Description	Response/ cross reference/unit of measurement	UNGC principles	King IV
SOCIETY					
Local communities					
GRI 413	413-DMA	Disclosure on management approach	See page 90 of the social and relationship capital section of the IR 2019	1, 2	
GRI 413	413-1	Operations with local community engagement, impact assessments, and/or development programmes	See page 90 to 95 of the IR 2019	1, 2	
GRI 413	413-2	Operations with significant actual and potential negative impacts on local communities	See page 90 to 102 of the human capital section of the IR 2019	1, 2	
MM6	MM6	Number and description of significant disputes relating to land use, customary rights of local communities and indigenous peoples	There were no significant disputes relating to land use customary rights or local communities and indigenous peoples during 2019	1, 2	
MM7	MM7	The extent to which grievance mechanisms were used to resolve disputes relating to land use and customary rights of local communities and indigenous peoples and the outcomes	There was no use of grievance mechanisms relating to land use in 2019	1, 2	
MM8	MM8	Number and percentage of Company operating sites where artisanal and small scale mining takes place on, or adjacent to the site, the associated risks and the actions taken to manage and mitigate these risks	No artisanal mining takes place on our operations	1, 2	
MM9	MM9	Site where resettlements took place, the number of households resettled in each and how their livelihoods were affected in the process	No resettlements have taken place in the vicinity of our operations	1, 2	
MM10	MM10	Number and percentage of operations with closure plans	See page 112 of the IR 2019	1, 2	
Socioeconomic compliance					
GRI 419	419-DMA	Disclosure on management approach	See page 90 of the IR 2019		
GRI 419	419-1	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area	RBPlat has not incurred any significant fines or non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area		

