

Northam Holdings: Mining that matters

Sustainability report 2022

Mining that matters

Mining and processing of Platinum Group Metals (PGMs) is complex. The conversion of mined ore to saleable metal involves several stages of metallurgical processing.

Northam Platinum Holdings Limited (Northam Holdings, Northam or the group) is an integrated, mine to market PGM producer. Integral to our ongoing production growth strategy has been our investment in expanding the capacity and flexibility of our downstream metallurgical processing facilities. This is enabling us to treat growing production from our own operations together with that of our PGM recycling business, as well as to offer downstream processing services to other producers.

Our metallurgical operations are located at the Zondereinde mine, and comprises smelter and base metal removal facilities. Our main smelter facility boasts two independent furnaces, furnace 1 and furnace 2, which treat primary concentrates from mining. Each furnace has dedicated upfront dryers, and two separate and interchangeable iron-reduction convertors. In addition, we have recently commissioned a dedicated recycling smelter facility comprising two furnaces and their supporting infrastructure.

The smelter facilities produce convertor matte, which feeds our base metal removal plant, wherein nickel is recovered as a nickel sulphate precipitate, and pure copper plate is extracted in an electro-winning circuit. The remaining high-grade PGM concentrate at this stage is shipped to our toll refiners for separation into final saleable metals. We sell these metals to our customer base.

The photograph on the front cover of this report shows molten matte being tapped from our number 1 smelter furnace which was rebuilt and upgraded during the first half of this financial year.

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Our reporting suite

This sustainability report complements our annual integrated report 2022 and the other online documents in our reporting suite. This report covers financial year 2022 and presents our sustainability performance and data from 1 July 2021 to 30 June 2022. This report has been prepared in accordance with the Core requirements of Global Reporting Initiative (GRI) Standards and the GRI index can be found on page 105.

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

🌐 Northam's Sustainable development reporting guidelines



Navigation icons

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

Capitals

Financial	Manufactured	Social
Human	Natural	Intellectual

Stakeholders

Communities	Customers	Employees
Government and regulatory authorities	Industry associations	Investors and providers of funding
Suppliers of goods and services	Unions	Non-governmental organisation

Board and committees

Audit and risk committee	Investment committee	Remuneration committee
Board of directors	IT steering committee	Social, ethics, human resources and transformation committee
Executive committee	Management review committees	
Health, safety and environmental committee	Nomination committee	

Links

- Refers to other pages in this report
- Refers to supporting documents on our website: www.northam.co.za
- COVID-19 issue

Our growing operations

We are an independent, empowered, integrated PGM producer. Our strategy of growing production down the cost curve whilst reducing operational risk remains in place. Our recent acquisition of an investment in RBPlat is in line with this strategy.

Zondereinde

TOTAL EMPLOYEES

10 721

JOBS CREATED

414

- Mineral Resources 79.6 Moz 4E
- LoM > 30 years
- 1 underground conventional mining module
- Mining Merensky and UG2
- 2 PGM concentrators
- 1 chrome concentrator
- 2 TSFs
- 2 smelter furnaces
- 2 converters
- 1 BMR

Dwaalkop

- Mineral Resources (attributable) 7.1 Moz 4E*
- New order mining right
- Undeveloped Merensky and UG2 Mineral Resources

Other operations

33.7%

interest in SSG Holdings Proprietary Limited, which provides security, cleaning and facility services to the group.

100.0%

interest in Northam Recovery Services, our US recycling operation.

RBPlat*

- Mineral Resources (attributable) 23.1 Moz 4E*
- LoM > 30 years
- 3 underground mining modules (2 conventional, 1 mechanised)
- Mining Merensky and UG2
- 2 PGM concentrators
- 2 TSFs
- Purchase of concentrate agreement with Anglo-American Platinum Refining Services

* Estimated at 31 December 2021

Eland

TOTAL EMPLOYEES

3 329

JOBS CREATED

1 720

- Mineral Resources 14.4 Moz 4E
- LoM > 30 years
- 3 underground hybrid mining modules
- 1 open pit mining module
- Mining UG2
- Undeveloped Merensky Mineral Resources
- 1 PGM concentrator
- 1 chrome concentrator
- 4 TSFs

Booyssendal

TOTAL EMPLOYEES

7 102

JOBS CREATED

730

- Mineral Resources 101.3 Moz 4E
- LoM > 25 years with significant additional Merensky and UG2 Mineral Resources
- 6 underground mechanised mining modules
- Mining Merensky and UG2
- 2 PGM concentrators
- 2 chrome concentrators
- 2 TSFs

Key:

- Wholly-owned operations
- Joint arrangement
- Significant interest
- Other peer operations
- Cities/towns
- Main Roads

Sustainability highlights



Health, safety and wellness

- A particular highlight was at Booyssendal where we surpassed seven million fatality free shifts in January 2022
- Northam recorded an 99% recovery rate as a result of our agile response to COVID-19



Our environment

- In 2021 we set a target to reduce total GHG emissions by 27% and our carbon intensity by 60% by 2030 from a 2019 baseline. We have made good progress in drafting our roadmap to achieve these targets, which will include a combination of onsite solar installations and two wind energy projects
- Installation of two 1MW solar rooftop installations completed at Eland and Booyssendal
- Scope 1 and 2 GHG emission intensity improved by 20% from 2019 baseline to 165kg CO₂e/tonne milled
- Total water unit consumption has improved by 47% from 8.3 kl/tonne milled in 2016 to 4.4 kl/tonne milled in F2022
- Increased our biodiversity off-set area with an additional 171 ha to 3 339 ha^{LA}



Our people

- Grown total employment to 21 152
- Created 2 864 new meaningful and sustainable jobs in F2022
- 27% of permanent new engagements in F2022 were women
- 50% of bursars in F2022 were woman



Our communities

- Completed the renovation of education infrastructure of three schools in the Eastern Cape to the value of R14million
- Booyssendal North operations five-year Social and Labour Plan for F2020 to F2024 has been approved by the DMRE in December 2021
- Eland five-year Social and Labour Plan for F2019 to F2023 has been approved by the DMRE in March 2022

CEO welcome

It is my pleasure to introduce Northam Platinum's latest sustainability report for financial year 2022. In so many ways, it has been an exceptional year for Northam.

On the sustainability front we have achieved many positives this year, along with some challenges.

Safety is the area that best displays a mix of challenges and highlights for Northam. It is always difficult to report that we have experienced fatalities at Northam. Any fatality has a devastating impact on family and friends, as well as on colleagues here at Northam. On behalf of myself and the whole Northam group, I wish to express sincere condolences to the family and friends of Mr. Tomas Jose Mugabe and Mr. Dumisani Mntonga who died following separate accidents at Zondereinde mine.

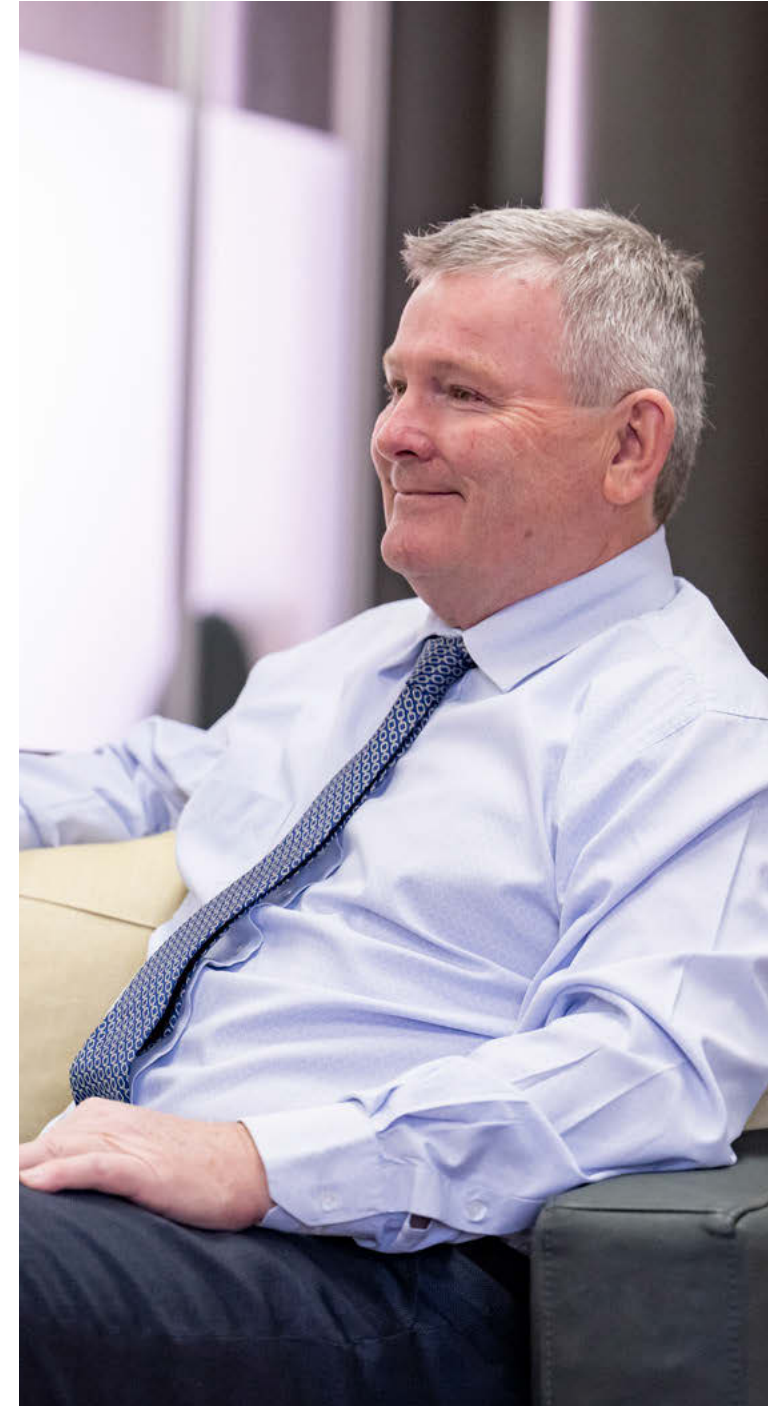
Internal and external investigations have been completed and shared widely. These tragic events illustrate how we can never shift focus from our safe production strategy and keeping our people safe at all times.

There is a fine line between our operations producing excellent results and incidents such as those experienced at Zondereinde. At Booysendal and Eland, for example, neither mine has had a fatality since the inception of mining operations in 2010 and 2017. This amounts to 7.5 million fatality free shifts at Booysendal and 700 000 at Eland. A considerable achievement that is to be commended at both sites. Subsequently Zondereinde has achieved 1 million fatality free shifts.

In other areas our safety performance has regressed slightly during the year. For me, this illustrates the challenge of growth. On one hand Northam's growth strategy has created 2 864 new, sustainable jobs at our operations, bringing the number of new jobs created over the last eight years to more than 11 000. This is a highly positive outcome in locations that have limited economic opportunities, poor infrastructure, skills shortages and high unemployment. With all new roles, we continue to prioritise recruitment from our local communities and are keenly aware of the positive impact this has on the livelihoods of employees, their families, and on the wider local economy. At Booysendal, for example, more than 90% of employees are from local communities.

But growth must not come at the expense of safe operations. With this significant input of new employees, we are naturally set back in embedding our safety approach across all operations and within the whole workforce. With every new employee, we have to start afresh with training in our operating policies, practices and approach, and nowhere is this more important than safety.

In the face of our changing workforce, our approach will not change dramatically; we will continue to focus on high potential risks and hazards, ensuring that every employee is empowered to work safely, is provided with training and





the right PPE, and works in an environment with fit-for-purpose systems and processes.

We have made good strides in many other areas; too many to highlight in this introduction. One that I am particularly proud of is the growth in female employees across the group. Since 2016, we have more than doubled female representation in Northam's permanent workforce, growing from 8% to 18%^{LA} today. Women in Northam occupy roles from our mines to our C-suite and we aim for women to make up 20% of our workforce at all levels by 2025.

I was also happy to launch an important new campaign during the year that reaffirms our zero-tolerance approach to gender-based harassment and violence, a particular problem in society in South Africa. Zero tolerance of gender-based violence is now one of our seven foundational pillars to support women in mining at Northam.

Environmental issues, and the climate crisis in particular, continue to dominate consciousness widely in government and corporate circles. I want to specifically highlight the progress we have made in developing our renewable energy programme which will include a combination of onsite solar installations and two wind energy projects through power purchase agreements. This will ultimately secure our energy supply and reduce our absolute Scope 1 and 2 greenhouse gas emissions by 27% and our intensity by 60% by 2030 from our 2019 baseline. We have successfully commissioned two 1MW solar rooftop projects at Eland and Booyseindal and has commenced with a 10MW installation at Zondereinde.

Our Buttonslope Conservancy Trust have purchased an additional 170 hectares of land as a biodiversity off-set property, growing our off-set area to 3 339^{LA} hectares. This acquisition has allowed us to create a physical corridor between the Veloren Vallei Nature Reserve and our off-set properties which include the De Berg Nature Reserve.

Over the past few years responsible sourcing has become a significant area of focus to our downstream customers and to this end we have developed a responsible sourcing procedure and committed towards a responsible mining assurance programme which will be aligned with Initiative for Responsible Mining Initiative (IRMA).

As always, I encourage you to review our progress and forward looking plans in this report and provide us with your feedback on any aspect of our sustainability approach or performance which may be of concern to you.

Paul Dunne
Chief executive officer

Our sustainability approach

How we manage sustainability

At Northam, we believe in mining that matters. Mining that has a positive impact – benefitting our employees, our communities, the environment and our investors and stakeholders.

Sustainability is a clear enabler of this belief. It supports our strategy and business model, helping Northam to deliver value to stakeholders by creating growth, transforming lives and protecting our future.

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

- ➔ See How we govern sustainability at Northam on page 10
- ➔ See Sustainability management on page 13
- ➔ See Our key stakeholder relationships on page 15
- ➔ See Our material issues on page 16
- ➔ See Aligning with the Sustainable Development Goals on page 19
- ➔ See TCFD response on page 21



Our sustainability approach

Sustainability framework

Our approach to sustainability is organised into five main pillars. These reflect the areas where we can have the greatest impact on improving our sustainability performance. In addition to these five focus areas we also consider wider sustainability elements such as the UN Sustainable Development Goals.



Governance

Good corporate governance is fundamental to the success, sustainability and legitimacy of the group. It encompasses an organisation wide set of principles, frameworks and risk management practices that ensure decisions made are aligned with the mission, vision, values and strategic objectives of the group.

→ More information



Health, safety and wellness

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

→ More information



Our environment

We recognise that the environment represents a shared resource for both current and future generations. We commit to continually improving our environmental management and performance, reducing potential adverse impacts on the environment, on the communities around us, and on natural resource consumption. We are committed to playing our part in the transition to a low-carbon economy and mitigating climate change risks.

→ More information



Our people

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

→ More information



Our communities

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

→ More information

Responsible mining assurance

During F2022 Northam decided to implement an independent verifiable system for assuring our social and environmental management programmes. This will be aligned with the Initiative for Responsible Mining Assurance (IRMA) which specifies a set of objectives and leading performance criteria for environmentally and socially responsible mining practices.

Our objective for F2023 is to complete the IRMA self-assessment at each of our mining operations to identify gaps and develop an action plan toward continual improvement. Beyond this, steps to IRMA certification include an independent audit and making public the audit results. More information on the IRMA standard is available at <https://responsiblemining.net>.

Our sustainability approach

How we govern sustainability at Northam

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

At the highest level, our board charter establishes the mandate of Northam's board of directors. The seven key responsibilities of the board set out in the charter are: Strategy; Oversight; Ethics; Governance; Management; Compliance; and, Responsible corporate citizenship.

The board has six committees and sustainability issues are the responsibility of two of these – the health, safety and environmental committee and the social, ethics, human resources and transformation committee. The audit and risk committee also has oversight of risks that are linked to sustainability.

 See our Governance Report for more details



Our sustainability approach > How we govern sustainability at Northam

Organisational ethics

Ethics and integrity are fundamental to an effective governance framework. They set the foundation for a culture that instils confidence in employees, customers, suppliers and investors.

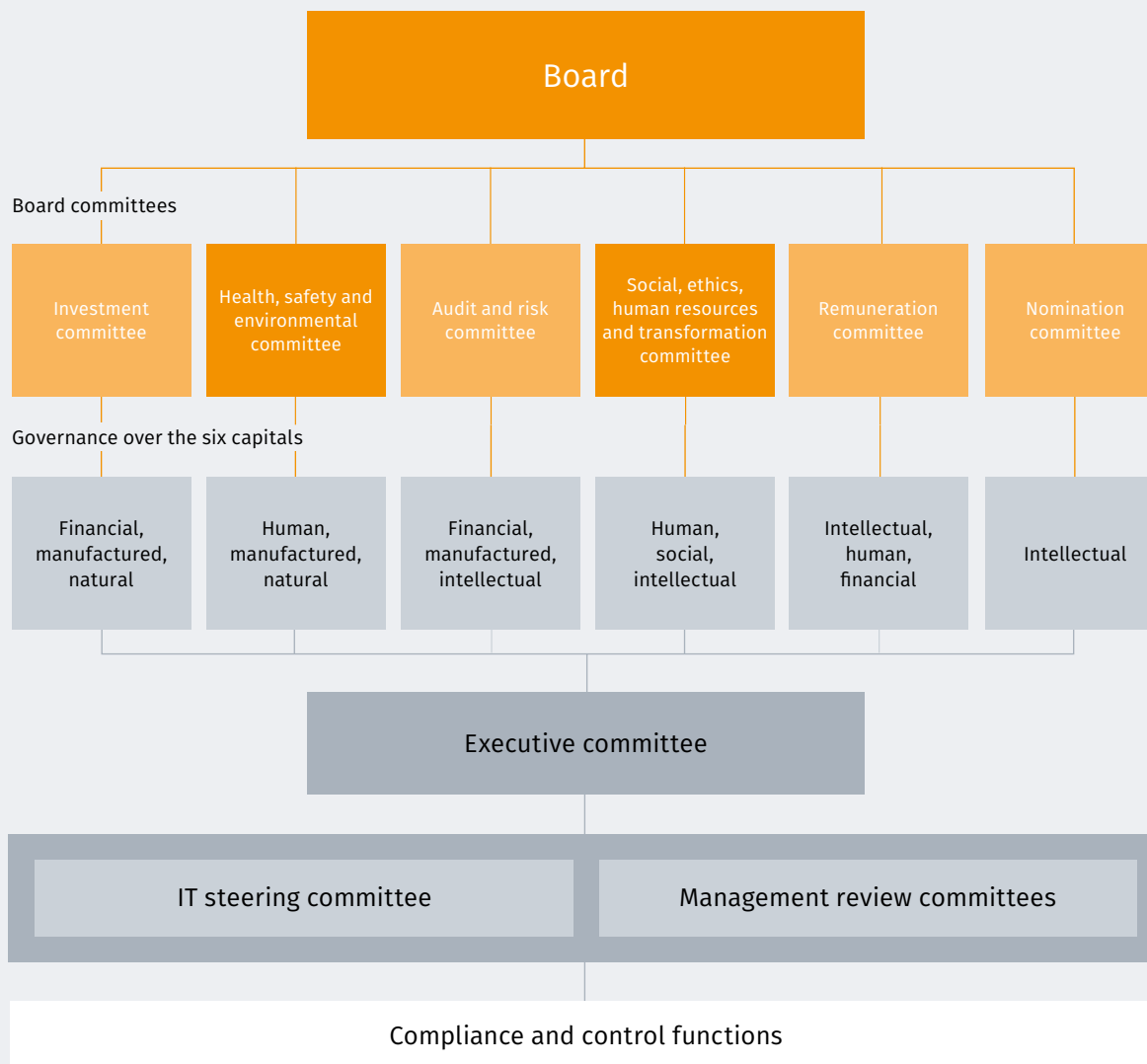
The board accepts collective responsibility for defining how ethics and ethical behaviour are embedded within the group. Accordingly, the Northam code of ethics and conduct seeks to promote continued and strengthening ethical behaviour across the group.

The code covers amongst other things; the use of company assets including intellectual property and other information, gender and racial diversity, freedom of association, compliance requirements, fraud, theft and corruption, as well as insider trading.

The group has a variety of internal and external reporting mechanisms. This includes an independent ethics and fraud hotline for which the number is available on the our website, referenced in the code and published across the group's operations and local communities.

 A copy of our code of ethics and conduct is available on our website.

Group governance framework



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

More information on corporate governance at Northam, including our frameworks, policies and decision-making mechanisms, please refer to our corporate governance report. The report also provides detail on how ethics and ethical behaviour are embedded within the group. This includes information on the Northam code of ethics and conduct, which was updated in F2022, and ethics initiatives monitored by the board in F2022.

Our sustainability approach > How we govern sustainability at Northam

Governance of health, safety, wellness and environment

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

As part of its responsibility the committee reviews health, safety and environmental strategies, policies and standards of the group assess and monitor compliance to group policies, standards, legal and regulatory requirements, as well as any recommendations from investigations of incidents review and monitor the health, safety and environmental performance across operations.

Consider legal, regulatory and technical developments and consult any external advisors in this regard monitor the administration and associated investment activities of the Northam Restoration Trust Fund.

Committee composition

The committee comprises three independent non-executive directors and the CEO and meets four times a year. Our two mining executives are permanent invitees to the committee whilst our sustainability executive is also invited to the committee meetings to report back on the group's environmental and sustainability initiatives.

Governance of people and communities

The social, ethics, human resources and transformation committee assists the board with the oversight of the group's social and economic development initiatives, ethics, legislative compliance, labour and employment matters, stakeholder relationships and transformation responsibilities ensuring that the group is and remains to be a good, socially responsible corporate citizen.

This includes monitoring the group's standing in terms of the goals and purposes of the 10 United Nations Global Compact Principles and its compliance to and performance against the prevailing Mining Charter targets.

Its primary role is to supplement, support, advise and provide guidance on the effectiveness or otherwise of management's efforts in respect of these matters.

Committee composition

The committee currently comprises one independent non-executive director, one non-executive director and, temporarily, the CEO. The committee meets at least once a year, or as many times as required. Senior executives and professional advisors are invited to attend the committee meetings as deemed appropriate. All directors have the right to attend committee meetings.

Our sustainability approach

Sustainability management

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

Our sustainability approach > Sustainability management

Key roles and responsibilities for sustainability

Executive: Mining

Our two mining executives report directly to the CEO and have the full accountability for operational and financial performance for the operations in their designated area, as well as safety, health, social, environment and quality metrics.

- The mining executives are responsible for co-developing, articulating and implementing Northam's strategy, and are accountable for maintaining Northam's social licence to operate
- The mining executives form part of the executive team and share the responsibility with the CEO and the board to ensure that Northam meets its short-term operational and long-term strategic goals
- The mining executives are accountable to provide strategic direction and guidance, and support continuous improvement of the existing operations in their geographical areas (including mining, concentrator and processing)
- The mining executives are ultimately responsible for execution of growth projects in their respective geographical areas
- Accountability for the reporting requirements and feedback on operations across all functional areas as required by the board and external stakeholders. Functional executives are accountable for group level reporting for their specific functional area.

Executive: Sustainability

This function is responsible for ensuring continued support from communities, government and regulators, and in addition, providing investors and analysts with sustainability-related performance information.

- Ensure Northam's social license to operate, by providing alignment and integration support where required for the development of sustainability standards, guidelines and procedures (including the areas of environmental, socio-economic development and communities)
- Engage with national and provincial government entities focused on social and legal requirements (e.g. social and labour plans and mining charter) and support the operations with strategic guidance across these areas
- Integrated sustainability reporting and other external reporting of non-financial information based on international/industry requirements
- Delivering Northam's climate change strategy and providing guidance and direction with regards to nature conservation at operations.

Executive: Human resources

The function is responsible for ensuring the development and reinforcement of Northam's organisational culture, while also ensuring efficient management and development of employees.

- Providing guidance to the total HR function including recruitment, learning and development, organisational development, performance management, workforce planning, employee wellness, risk, compliance and payroll
- Provide alignment and integration support where required, as well as support for the development of HR standards, guidelines and procedures
- Integrated human capital reporting and other external reporting based on international/industry requirements
- Internal stakeholder engagement across the Northam group, including general managers, executives and the board. External stakeholder engagement with national government entities and unions as required, focussing on social and legal requirements.

The CEO together with the functional executives, collectively define the strategic framework within which the operations will execute Northam's business plan with the assistance of the corporate office.

Our sustainability approach

Our key stakeholder relationships

Our key stakeholders are local, national and international. As a mining company, we operate within a multifaceted economic, legislative and social environment. As a responsible corporate citizen, we continuously engage with our stakeholders to gain understanding and respond better to their concerns, needs and opinions. This helps to ensure that our growing operations are as sustainable as possible and mutually beneficial to all stakeholders.

Our stakeholders are summarised below and full details of our stakeholder engagement and relationships during F2022 can be found on pages 48 to 57 of the 2022 Annual integrated report



Investors and providers of funding

Equity and debt investors provide the financial capital that enables the continued development of our growth strategy.

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



Unions

Organised labour represents our employees' interests, in particular their rights in the workplace, notably the right to freedom of association and collective bargaining.

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



Employees

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

Employee contributions are key to a safe, healthy and productive working environment



Customers

Customers are very important. Our customers are mainly industrial companies, who in the case of the automotive sector are suppliers of catalysts and catalytic components as opposed to the car manufacturers themselves.

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



Communities

Communities surrounding our operations are home to many of our employees. These communities are largely impoverished with weak local government structures resulting in failing basic services and a general lack of economic opportunities. Our operations provide for significant economic activity by way of our investment in local economic development through our social and labour plans (SLPs).

Working with local communities strengthens our ability to deliver social upliftment



Industry associations

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

We contribute to and actively participate in various industry associations



Government and regulatory authorities

Government sets the legislative framework in which we operate, together with providing, through state-owned enterprises, some of the basic services required by our operations.

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



Suppliers of goods and services

Suppliers provide the goods and services required by business. A significant portion of our operating cost is spent on procured goods and services rendered to our business.

Inclusivity, transformation and transparency underpin our procurement approach



Non-governmental organisation*

Not-for-profit, advocacy or pressure groups focused on issues relating to the mining sector or individual issues or groups of issues. Generally work for collective or social benefit.

Structured engagement with civil society through non-governmental or non-profit organisations on human rights and the environment, specifically biodiversity

* Only referenced in this report

Our sustainability approach

Our material issues

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

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

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

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

Our sustainability approach > Our material issues

Results

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

Northam Platinum's material issues

Environmental

Issue	Definition
Releases to land/air/water	Managing and minimising impacts on local communities and the environment from as a result of releases/emissions to land (e.g. waste, chemicals), air (e.g. air emissions, dust) or water (e.g. wastewater, chemicals), including the impacts from our mineral waste storage facilities. Adequate management and contingency/crisis planning for spills/disasters at operations
Climate change action and response	Transition pathway to a lower carbon economy. Identification and assessment of transition and climate change adaptation risks and opportunities. GHG emissions resulting from energy consumption ; energy efficiency (use per unit of production – intensity rate); procurement and on-site generation of renewable energy
Water use/efficiency	Direct water consumption at operations and water efficiency (use per unit of production) and link to water scarcity
Biodiversity and protected areas	Biodiversity management and consideration of designated protected areas

Governance

Issue	Definition
Legal compliance	General legal compliance to laws/regulations/agreements (e.g. MPRDA, Mining Charter) relating to environment (emissions, water, hazardous waste) and social/labour topics
Business ethics	Compliance with regulations ensuring all business activity at corporate and individual employee level, is carried out in an ethical manner – with respect, honesty, fairness and transparency; business and employee activity should be in line with a code of conduct designed to promote ethical behaviour. Includes topics such as bribery and corruption, anti-competitive practices and whistleblowing etc.
Governance and internal controls	Internal accountabilities; internal compliance controls; financial transparency and information disclosure; board structure and process; executive compensation
Risk and crisis management	Systems for identifying, assessing and monitoring risks to the company. Putting in place processes to mitigate these risks, and being prepared with suitable response systems in the event of a crisis

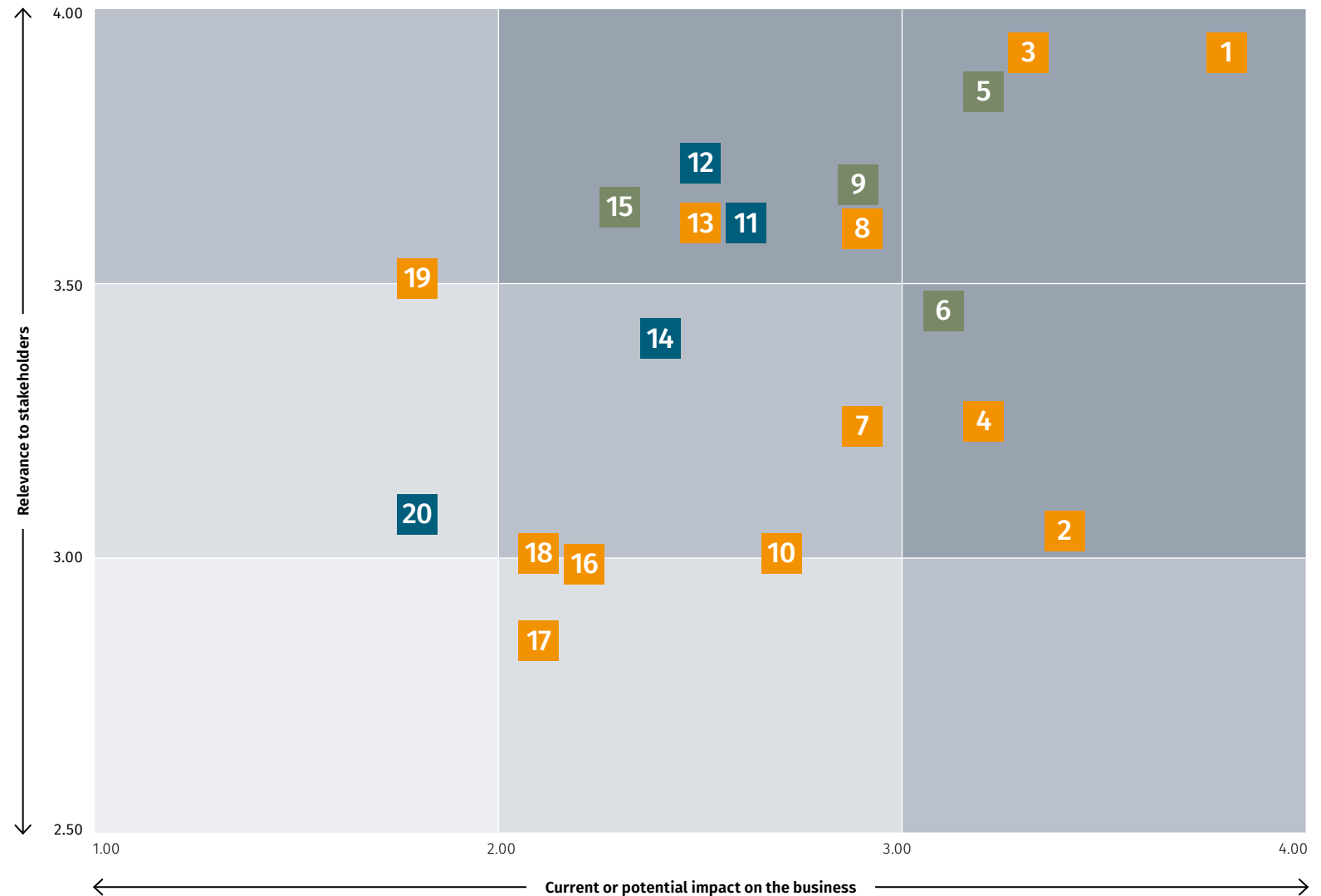
Social

Issue	Definition
Safety	Managing workplace hazards to ensure the safety of employees and contractors; effective monitoring, management and reporting of safety incidents and high-potential incidents/ near misses; establishing a safety culture and promoting safe behaviours
Attracting and retaining talent	Human resources planning matching company development plans; attracting suitably educated/skilled workers; retaining high-potential employees; succession planning for key roles; and retaining critical and core skills
Occupational health and diseases	Protecting employees from occupational hazards that are harmful to health; managing incidence of occupational disease
Labour and union relations	Constructive and transparent relations with trade unions; worker rights upheld; formal industrial action or wildcat strikes resulting from employee or union disputes
Community relations/ social license to operate	Constructive and transparent community dialogue regarding operations and management of complaints and disputes in order to generate trust and a social license to operate
Relationship with external stakeholders	As part of its operations, Northam need to build relationships with regulators, spheres of government and strategic partners
Equitable access to resources/resource conflict	Managing resource use (e.g. water, land) in communities of operation to ensure equitable access and avoid resource conflict (e.g. water scarcity) protecting social license to operate
Sustainable community development	Investment in public services, health, education, and enterprise and supplier development in areas of operation. Creating procurement and job opportunities coupled with skills development
Employee training and development	Timely, targeted employee/ management training and development to meet the needs of the organisation and provide career progression
Diversity, inclusion and equal opportunity	Seeking a diverse workforce at all levels of Northam's operations. Offering equal opportunity to everybody, ensuring fair treatment and non-discrimination. Diversity includes age, gender, ethnicity, nationality, religion, sexuality and mindset
Sustainable procurement and responsible sourcing	Ensuring a sustainable supply chain with supplier standards and adherence to applicable regulations. Requiring suppliers to adhere to our Responsible Sourcing Standard, which outlines our requirements and expectations regarding a supplier code of conduct
Human rights	Maintaining the security of operations and employees while respecting the rights of local populations; ensuring security actions (directly-employed and contracted) are lawful

Our sustainability approach > Our material issues

Materiality matrix

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



Our sustainability approach

Aligning with the Sustainable Development Goals



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



2 864

Direct, new, meaningful, sustainable, jobs created in F2022

R6.4bn

Employee costs for F2022



R6.8bn^{LA}

Income tax paid during F2022 (Northam and Zambezi)

R1.1bn^{LA}

Royalties paid during F2022

R1.5bn

Community investment in mine and labour sending areas



11 096

Direct, new, meaningful, sustainable, jobs created since 2015

R3.2bn

Capital investment in the growth of the group

980 000 to 1 000 000 oz 4E

Growth strategy by 2027



208

Employees received AET training

98

Bursaries awarded through the employee trust, 24 to members from the local community



254

Bursaries offered to employees and local communities

R142m^{LA}

Spent million on learning and development initiatives

50%

of bursars are women



R33.5m

Housing and living condition

521

Interest free home loans offered to employees



21 152^{LA}

Total workforce

18%^{LA}

of all employees are women

27%

of all new recruits during F2022 were women



1.5m litres water/day

At Eland we are assisting the local municipality to expand infrastructure to improve potable water supply to communities



R1 391m

Spent on local preferential procurement

R9.6bn

Spent on preferential procurement

R14m

Contributed to upgrade education facilities in the Eastern Cape, benefitting 1500 learners

R13.3m

Enterprise and supplier development training



3 339 ha^{LA}

Land owned by the Buttonshope Conservation Trust for Booyssendal biodiversity offset

Our sustainability approach > Aligning with the Sustainable Development Goals



5



Northam acknowledges that we need to proactively support women. Women in South Africa are frequently sole breadwinners, working to provide food, shelter and education for their families. We set targets on employment equity at all levels to ensure fair and equitable opportunities. Employment equity and transformation committees, including women in mining, are in place at our operations.

➔ Refer to page 78 for more detail

We also know that the risk of situations where women could feel unsafe, threatened or abused is real within our society and workplaces. Gender-based violence and sexual harassment are endemic in our society. Inevitably, the mining industry reflects these trends. Northam has launched a group wide awareness campaign to promote our proactive support to women, and for everyone to look out for signals and situations which cause discomfort, fear, anxiety and pain. In addition, everyone has been required to report situations which could make women feel unsafe. We will not tolerate intimidation or abuse of any kind.

➔ Refer to page 74 for more detail

12



Northam believes that sourcing partnerships is based on principles of responsibility strengthen our supply chain sustainability, mitigate supply chain risks, and build strong and mutually beneficial relations with stakeholders. We have developed a responsible sourcing procedures to ensure that our suppliers of goods, services and raw materials play a critical partnership role in our commitment to conduct our business responsibly.

➔ Refer to page 91 for more detail

13



We have set a target to reduce our total GHG emissions by 27% and our carbon intensity by 60% by 2030 from a 2019 baseline and are in the process of finalising a detailed roadmap for achieving these targets. This will focus on a combination of investing in on-site renewable energy projects, renewable energy procurement and energy efficiency initiatives, which will ultimately secure our energy supply, reduce energy use and costs, and reduce carbon emissions.

➔ Refer to page 36 for more detail

Our sustainability approach

TCFD response

Responding to the Task Force on Climate Related Disclosures

Northam is committed to aligning its climate change response with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). This is a work in progress and we will work towards improving our disclosure initiatives over time.

Governance of climate change related risks and opportunities	Governance of climate related risk and opportunities is integrated into existing governance structures. Our governance framework is discussed in our Governance Report 2022, pages 5, 12 to 16. <i>Additional reference: CDP Climate Response 2022 (C1.1, C1.1a & C1.1b)</i> Health, safety and environmental (HSE) board committee The health, safety and environmental (HSE) board committee is tasked by the Northam board to oversee and approve health, safety and environmental, which includes climate change, policies and monitor performance and compliance.  Governance report page 26 Social, ethics, human resources and transformation board committee The social, ethics, human resources and transformation board committee's primary role is to supplement, support, advise and provide guidance on the effectiveness or otherwise of management's efforts in respect of social, ethical, governance, human resources and transformation, stakeholder relationships, and sustainable development related matters. It has been tasked to monitor and challenge the group's progress of its sustainability goals in response to climate change.  Governance report page 36 Management responsibility The executive management committee, supported by the various operational committees, is responsible for the implementation of policies and the execution of the climate-change related strategies, with each executive fulfilling a unique role to address energy security, renewable energy strategy, energy efficiency, transition and physical climate change risks and associated monitoring and reporting. <i>Additional reference: CDP Climate Response 2022 (C1.2, C1.2a & C1.3)</i>
Climate strategy	Our approach to climate change, outlined on pages 36 to 44 of this report is influenced by the energy challenges faced in South Africa. We are in the process of finalising a detailed roadmap for achieving our GHG emission reduction targets, which will focus on a combination of investing in on-site renewable energy projects, renewable energy procurement and energy efficiency initiatives, which will ultimately secure our energy supply, reduce energy use and costs, and reduce carbon emissions. <i>Additional reference: CDP Climate Response 2022 (C3.1, C3.2 & C3.3)</i>

Management of climate related risk and opportunities

Our approach to managing risk and opportunities are discussed in our Annual Report on pages 76 to 78.

Between F2020 and F2021 Northam concluded an independently-conducted assessment to identify physical and transition risks and opportunities. A number of opportunities, risk and high-level mitigation measures requiring further investigation, were identified as outlined on page 40 of this report.

Additional reference: CDP Climate Change 2022 (C2.2a, C2.3a & C2.4a, C3.1, C3.2a C3.2b & C3.3)

Climate related metrics and targets
GHG emissions

In 2021 we have set a target to reduce our total GHG emissions by 27% and our carbon intensity by 60% by 2030 from a 2019 baseline. This will include a combination of onsite solar installations and two wind energy projects through power purchase agreements.

In F2022 our scope 1 and 2 GHG emission intensity improved by 20% from 2019 baseline to 165kg CO₂e/tonne milled. Although our overall scope 1 and 2 emissions increased in line with our growth profile, it is expected to reduce significantly once our renewable energy projects come on-line.

Our GHG emission performance indicators are detailed on page 44 of this report.

Water:

The primary aim of our water conservation and demand programmes, is to reduce freshwater consumption by maximising water recycling. We aim to recycle at least 75% of all water. In FY2022, we recycled 84%

Even though our total water use for the group has increased since 2018 in line with our growth profile, our total water unit consumption has decreased by 47% from 8.3 kl/tonne milled in 2016 to 4.4 kl/tonne milled in F2022. Our potable water use from external sources has followed a similar trend as the total water use with the unit consumption declining since 2017. The unit consumption from this water resource has declined by 42% from 0.76 kl/tonne milled in 2016 to 0.44 kl/tonne milled in 2022.

Our water performance indicators are detailed on page 51 of this report.

 See our approach and response to climate change on pages 36 to 44 of this report.

Health, safety and wellness

Occupational Health and Safety is integral to our business strategy. We take a risk-based approach to managing hazards in the workplace in order to secure the safety and health of our employees and contractors.

In our journey to zero fatalities and eliminating injuries in the workplace, our health and safety strategy aims to ensure that everyone returns home safely at the end of every day.

Our safety culture depends on each of us living by our values in every part of the organisation. It is also supported by a committed and engaged leadership across Northam's operations. We comply with relevant legislation.

We provide high-quality workplace equipment to create and maintain safe and healthy work environments at our operations. This allows our employees to maximise productivity while meeting all safety requirements set out in our company standards and legislation.

- ➔ See Our safety management approach on page 23
- ➔ See Health and wellness on page 29



Health, safety and wellness > Safety

Our approach to safety

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

Our safe production strategy is driven by the CEO and senior leadership with strong support from the board. It targets zero fatalities and the elimination of injuries.

Our approach consists of three pillars: creating enabling environments; empowering our people; and, providing fit-for-purpose systems and processes. We continue to focus on improving our capacity to identify and address high-potential hazards, learning from high potential incidents (HPIs), and using technology to reduce risks.

All Northam operations have risk-based safety management systems that are in line with the group's safety operating model and aim to deliver continuous improvement. Policies and procedures govern all actions related to safety and health. These policies apply to all employees including contractors.

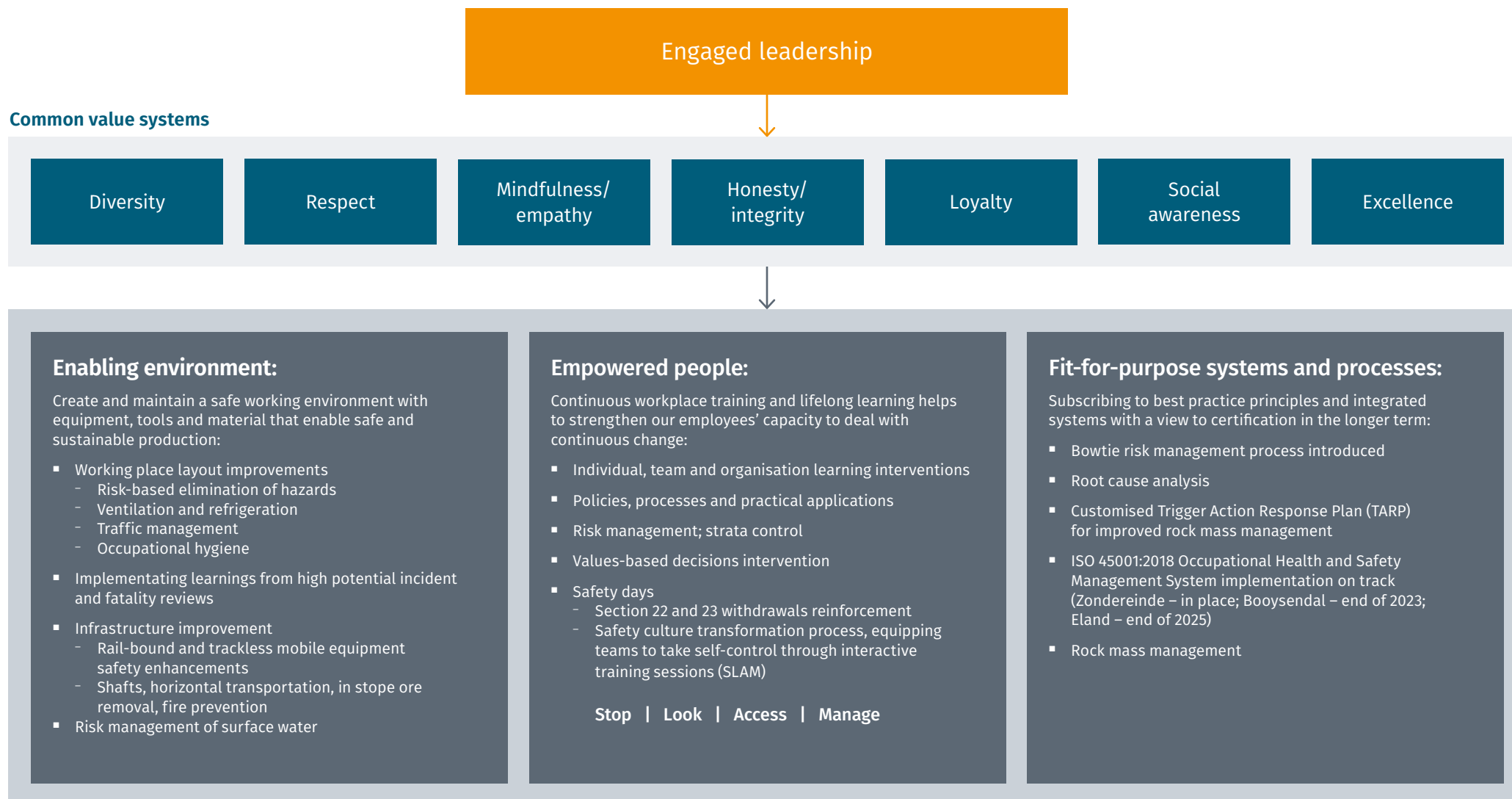
Zondereinde mine is certified to the ISO 45001 safety management system. Booyssendal and Eland are working towards certification in 2023 and 2025 respectively. No non-compliances were identified at our operations in F2022 during internal and external audits and Northam received no fines or penalties relating to safety and health matters.

Alongside our committed leadership at CEO and executive level, and among our senior leaders at our operations, we encourage a bottom-up approach to safety. Our aim is to empower our workforce, enabling them to complete their work in a safe and productive manner.

Following an internal review, we have delivered training to ensure all employees have a clear understanding of our management system goals, how they work, and how each of us contributes to their success. The training also covers the new integrated risk management software (IsoMetrix) which supports our safety and health reporting at group level.

Health, safety and wellness > Safety

Delivering safe production through value-based leadership

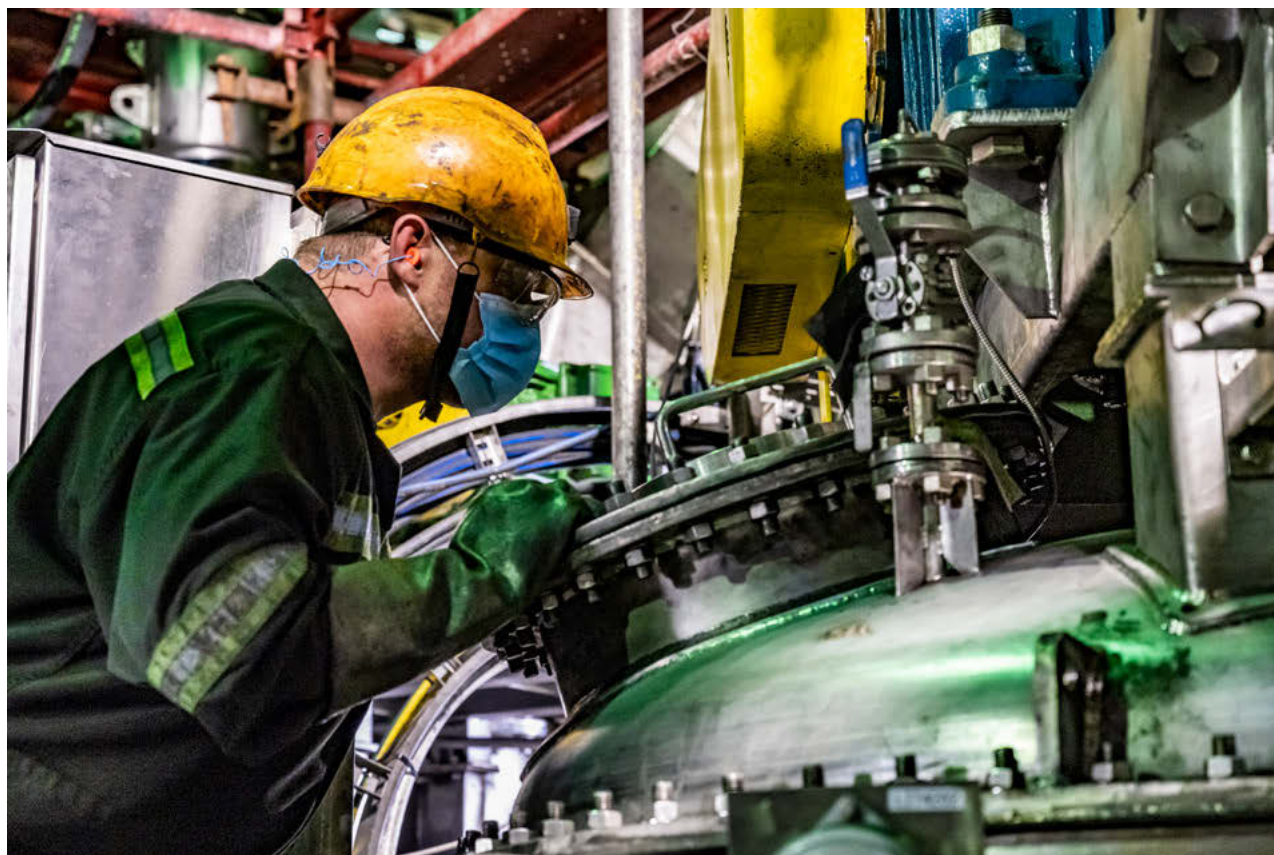


Health, safety and wellness > Safety

Safety governance

The health, safety and environmental committee assists the board with oversight of the group's safety and health matters. The executive committee provides operational guidance through our two mining executives. The mining executives are permanent invitees to the board health, safety, and environment committee where they provide feedback on health and safety and environmental matters.

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



External safety initiatives

Alongside our core safety standards, policies and procedures, Northam's safety and health management is supported by various external initiatives that are relevant to the South African mining industry and promote the adoption of leading practices across the industry.

We are a member of the Minerals Council of South Africa which provides a Learning Hub promoting best practice, a CEO Zero Harm Forum to support the development of leading practices, the Mining Industry Occupational Safety and Health (MOSH) programme see page 26, as well as the Khumbul'ekhaya safety initiative.

Khumbul'ekhaya – Remember home

Khumbul'ekhaya is an initiative developed by the Mineral Council's CEO Zero Harm Forum. It promotes zero harm in mining.

Khumbul'ekhaya, the Nguni word for "remember home," acknowledges that fatalities always have the greatest impact on loved ones at home. The initiative reinforces that employees and managers must keep this uppermost in mind as they go about their day-to-day tasks.

It consists of four critical components for safe mining operations and has been fully adopted by all Northam operations.

In addition to Khumbul'ekhaya, Northam's operations run other safety programs such as "Sonke Sihlangene" and "Count me in" at Eland, "Hlokomela tau" at Booyseendal which are used to raise everyone's awareness and to emphasise that safety needs to be everyone's primary concern. Zondereinde ran the "I am Sindile" meaning I am safe, safety campaign until the end of June.

Health, safety and wellness > Safety

Using modern safety practices

The mining industry is continually making engineering and process improvements to enhance safety for mine workers. At Northam, we have successfully adopted a variety of leading practices based on the risk profile and operational characteristics of our mines.

Underground risk

Historically, falls of ground (FOG) have accounted for a significant proportion of injuries and fatalities in the mining industry and they remain one of the highest safety risks in underground mining. Due to the diversity of our mining operations – which include mechanised, hybrid and surface mining at depths ranging from near surface to 2 300 metres – we adopt a variety of FOG prevention systems and technologies at all times.

Our ongoing focus on FOG risks has delivered positive results on preventing FOG incidents. To date, we have achieved 10 million fall of ground fatality free shifts. Neither Booyssendal nor Eland have ever had a fatal FOG incident since operations began. Booyssendal's performance in particular is exceptional: operating for 12 years and 7.5 million shifts without a FOG fatality. Eland's operations started in 2017 and it has recorded 700 000 FOG fatality-free shifts. Currently, Zondereinde has operated 1.7 million shifts without a FOG fatality.

Industry-wide practices

Since 2003, the Mining Industry Occupational Safety and Health (MOSH) has promoted leading practices across the South African mining industry to reduce health and safety risks and accelerate safety performance.

MOSH is led by the Mineral Council's CEO Zero Harm Leadership Forum. The MOSH Leading Practice Adoption System remains one of the primary vehicles to achieve the safety goals, improvements and milestones that the mining industry has set for itself, especially relating to fall of ground (FOG).

Leading practices in South Africa are developed through collective research studies and numerous company-led safety programmes to reduce FOG incidents. The results of these studies and programmes are shared through MOSH to become industry-leading practices.

Northam has adopted these initiatives, depending on our mines' characteristics, risk profiles and needs, as shown in the table. We have also adopted additional practices to our arsenal of measures to prevent incidents, especially related to FOG.

Additional leading practices

In addition to MOSH leading practices, we apply a number of additional industry leading practices including:

- Backfilling at Zondereinde
- Hydropower mining equipment at Zondereinde and hydropower drill jigs at Eland (see case study)
- Aerial permanent blast on mesh installed on the stope face and shotcrete on the face for reef development ends before the blast at Eland Mine
- Instrumentation/monitoring – we use ground penetrating radar/borehole radar/borehole camera systems at Booyssendal and Eland
- Seismic monitoring network and seismic hazard communication and awareness system at Zondereinde
- Four-tiered tailings management approach

MOSH-led practices to mitigate fall of ground hazards

	Zondereinde	Booyssendal	Eland
Up and down dip ledging practices			☑
Entry examination and making-safe procedure to be followed by each team	☑	☑	☑
Triggered Action Response Plan (TARP), derived from a mine's Major Hazard Management Plan. Consists of a set of documented and known workplace hazards that need to be continuously checked for	☑	☑	☑
In-stope bolts for conventional mines	☑		☑
Bolting on the bord faces with fully mechanized bolters		☑	
Temporary nets and jacks for secondary support installation	☑	☑	☑
Illumination practices. Northam was instrumental in the development of illumination practices			☑
Other MOSH initiatives			
Proximity Detection System (PDS): The PDS is a detection device fitted to mobile machines that detects the proximity of persons, machines and objects and warns the operator and persons and/or slows down or stops the machine accordingly	☑	☑	☑

* Eland was selected as a demonstration site for the industry

Health, safety and wellness > Safety

Northam's leading practices: backfill and hydropower

Operating at between 1 100 metres and 2 300 metres below surface, Zondereinde is the deepest platinum mine in the world. This depth and the mine's specific geology have presented unique operational challenges since Zondereinde's inception.

The geothermal gradient – the increase in rock temperature with increasing depth – is greater in the Bushveld Igneous Complex, where Zondereinde is situated, than in mines at similar depth. This results in virgin rock temperatures (temperatures of rock before ventilation and cooling is applied) of up to 72°C in the deepest level of the mine.

In order to create a safe and productive work environment for our people, and in compliance with the Mine Health and Safety Act, it is necessary to ventilate and cool the working areas to below 29°C. This level of ventilation and cooling is expensive, highly energy intensive and almost impossible to achieve using conventional methods.

Zondereinde has overcome this challenge by pioneering, developing and establishing two energy-efficient technologies not generally used in combination in mining – hydropower and backfill. In addition to environmental control, these innovations have mitigated some of the harsh heat and dust in underground workings, and following decades of ongoing development and optimisation they have been transformed into reliable, dependable, and indeed essential technologies.

Backfilling

Zondereinde is one of the first mines in the industry to use backfill as a support regime in its mined out underground areas.

Backfill is waste which is supplied from the metallurgical plants in slurry form. It is pumped to the shaft and gravity fed

to the stope horizon. The classified tailings are pumped tightly into porous 'backfill bags' which release the residual water, and leave a restricted compression structure to resist and contain roof lowering. Backfill quality and installation is strictly controlled, with specialised backfill contractors employed to undertake and monitor the backfill placement underground.

By placing backfill concurrently with advancing the mining face underground, the backfill support enhances both local and regional rock stability, and also serves to contain ventilation requirements, given that it reduces the transmission of heat from the surrounding rock.

Backfill has proved to be an industry-leading effective and enduring method of lowering the risk of rockfalls by supporting the roof of mined areas; it reduces energy use by assisting in the control of ventilation and cooling in working areas of the mine; and it significantly reduces the surface environmental impact of tailings storage.

Approximately 60% of the total mined out area at Zondereinde has been backfilled in this way.

The health, safety and environmental benefits of backfilling include:

- Reduces hoisting and installation of timber support: energy savings of 10 080 MWh per year (equivalent to 10 890 tonnes of CO₂e avoided);
- Reduces cooling requirements: energy savings of 50 400 MWh per year (equivalent to 54 432 tonnes CO₂e avoided);
- Reducing tailings storage on surface by 26%: 14 Mt of tailings have been used as backfill since the initiative started;

- Reduced potential for falls of ground; and
- Reduced potential for seismic events.

Hydropower

Zondereinde's depth below surface offers the advantage of using the passive pressure of water to drive machinery underground. Chilled water is cascaded through high pressure pipes through the underground workings which in turn becomes the source of power for most equipment such as rock drills, water loaders, water jetting guns etc. Exhaust water from hydropowered machinery cools the surrounding air where miners are working. This vastly improves the efficiency of the cooling process given that chilled water absorbs more heat from the hot surrounding rock. Zondereinde also uses water-jetting guns instead of electricity-driven scraper winches at the stope face, which further cools the working area.

The health, safety and environmental benefits of hydropower are:

- Contributes to lowering the temperature in working areas;
- Reduces the need for electricity-driven equipment, thereby avoiding 187 820 MWh of energy use per year (equivalent to 202 850 tonnes of CO₂e);
- Higher efficiencies compared with traditionally powered equipment;
- Enhanced dust suppression; and
- Reduced noise and vibration levels
- Reduced safety risks associated with scrapers.

We estimate that hydropower and backfill technologies have delivered a combined 37% saving in electricity use since Zondereinde went into production in 1992.

Health, safety and wellness > Safety

Safety performance

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

Group Safety per million hrs worked (Pmmhw)

	2022	2021	2020	2019	2018
Fatal injury frequency rate (FIFR)	0.06	0.06	0.04	0.04	0.08
Total injury frequency rate (TIFR)	6.64 ^{LA}	5.77	6.57	8.13	9.90
Lost time injury frequency rate (LTIFR)	3.85 ^{LA}	3.00	3.92	4.66	5.01
Reportable injury frequency rate (RIFR)	2.99 ^{LA}	2.06	2.42	3.24	3.32
Fatalities recorded	2 ^{LA}	2	1	1	2
Lost time injuries recorded	134	93	104	128	128
Dressing/medical treatment cases	97	86	70	95	125
Man hours worked	34 808 323	31 019 574	26 497 088	27 443 453	25 567 797

A particular highlight was at Booyensdal where we surpassed seven million fatality free shifts in January 2022. The operation has been fatality free since its inception in 2010.

More widely however, following a decade of improving safety performance across the group, there has been a regression in F2022. We attribute this to the on-going disruption caused by COVID-19, together with a need to inculcate our safety culture into our growing workforce, which has expanded by 2 864 people in F2022. In addition to the creation of new positions, we have experienced a staff turnover of 7.3% requiring the engagement of replacement employees. We are expanding our training capabilities to improve our safety training and return to our positive safety performance trend.

The group recorded 134 lost time incidents in F2022 (F2021: 93). Dressing or medical attention cases also increased from 86 to 97, representing a 12.8 % increase year-on-year.

For definitions of safety metrics please see the reporting criteria in the appendix attached.

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

Mr. Tomas Jose Mugabe, 59 year-old loco team leader, was fatally injured during a crosscut cleaning operation at 13/16 cross-cut on 14 August 2021.

Mr. Dumisani Mntonga a 47 year-old mining assistant sustained a head injury during a night shift cleaning operation on the 22 July 2021. Following his release from hospital in December, he passed away on 16 January 2022.

We extend our sincere condolences to their family and friends.

Both incidents were fully investigated by our management in conjunction with the Department of Mineral Resources and Energy and our unions. The investigations are strictly governed by the Mine Health and Safety Act.



Looking ahead

With our workforce expanding each year in line with our growth strategy and also in relation to employee turnover at Zondereinde where we have an older workforce, we need to continue focusing on safety training for all employees. This is particularly important for new employees who we need to bring up to speed with our safety culture and approach. Learning and development is an essential element of creating and maintaining the behavioural side of safety risk management and requires ongoing repetition and reinforcement.

Progress towards ISO 45001 certification at Booyensdal and Eland will continue, and we aim to complete the process in 2023 for Booyensdal and 2025 for Eland.

Health, safety and wellness > Health and wellness

Health and wellness

Health and wellness are not only vitally important to our employees but are also critical to the business success of Northam. Managing employee health and wellness also has a knock-on effect, contributing to healthier and more aware communities.

Health and wellness are managed in parallel with safety and our systems cover employees and contractors. Our approach is divided into occupational healthcare – mitigating health risks linked to our business operations – and primary healthcare where we focus on supporting the overall health and wellness of our people, including general physical and mental health, and lifestyle diseases such as HIV/AIDS, diabetes and heart disease.

Performance on occupational health at Northam remains positive. Our goal is to maintain occupational diseases and other health conditions at acceptable levels and to continue to seek improvements in health risk management inside and outside of our operations. Some key areas of risk mitigation relate to engineering, adherence to codes of behaviour and use of PPE, for example.

We continue to focus on testing and treatment for HIV/AIDS and infection control and management for tuberculosis (TB) with the aim of improving the health of employees at our operations.

Living with COVID-19

Managing COVID-19 is now part of day-to-day management at our operations. We continue to monitor COVID-19 infections, recoveries, and deaths at all operations. Since the start of the pandemic, we have lost 24 employees to COVID-19 (21 mine employees and 3 contractors). We have tested 10 260 employees and 72% of employees, including contractors, are vaccinated against COVID-19. The current recovery rate for those infected is 99%. There were only two active COVID-19 cases within the company at year-end, both at Zondereinde mine.

Health, safety and wellness > Health and wellness

Occupational health

We have policies and programmes in place to promote health and prevent disease.

Key to their success is early diagnosis and treatment of ailments that could incapacitate the individual or lead to disability.

All employees on site have access to medical specialists, hospital care, pharmacies, radiology and pathology services. These health services are provided onsite at Zondereinde and are provided by offsite third-party providers at Booyssendal and Eland.

Employees are also required to undergo annual medical screening, including mandatory occupational medical tests. In F2022, 19 376 permanent employees and contractors completed the screening (F2021: 19 562).

Tuberculosis

Mining operations have historically been exposed to communicable diseases, such as tuberculosis (TB), due to the nature of the work involved and high-density living conditions for mine workers. TB is an opportunistic infection, and it is the leading cause of death for people living with HIV/AIDS.

TB infection control and management is a priority for Northam and we run a highly effective testing and treatment programme aligned with the TB guidelines of the World Health Organization.

The current TB prevalence rate for Northam employees remains constant at 0.1% (F2021: 0.1%). The table below summarises TB prevalence within the group, which has seen a downward trend over recent years and an increase during the current year compared to the previous financial year. The reason for the increase is that some employees elected not to receive their HIV treatment leading to a direct impact on TB prevalence.

Tuberculosis (TB)	2022	2021	2020	2019	2018
New reported cases	33	32	38	61	61
Total number of cases	33	32	44	86	94
Employees on treatment	23	15	21	25	41

Noise-induced hearing loss

Excessive noise exposure is one of the most widespread health hazards in mining. Prolonged exposure to hazardous noise levels causes noise-induced hearing loss (NIHL), a gradual loss of hearing sensitivity. We are required to comply with noise threshold levels at all operations and we therefore implement measures to limit noise levels from machinery or underground equipment to below 110dBA and require employees to adhere to personal noise protection standards. All employees are issued with PPE that ensures exposure to noise levels above 85dBA over an extended period is limited. We continue to counter the risk of NIHL and have implemented the following to raise awareness:

- In addition to training, we have customised hearing protection devices which have been issued to all employees at high risk of noise exposure since October 2018
- A bi-annual noise awareness campaign has been established and includes coaching, alerts, personal hearing device use and monitoring, individual NIHL interviews with employees and other interventions.
- This training is part of hearing conservation programme that is overseen by a noise committee at operational level.

19 376 employees and contractors completed health screening during the year

In F2022, we detected 10 new cases of noise-induced hearing loss.

Noise induced hearing loss	2022	2021	2020	2019	2018
Zondereinde	9	19	9	24	61
Booyssendal	–	5	3	4	7
Eland	1	–	–	–	–
Total	10	24	12	28	68

Occupational lung disease

Our operations are in the Bushveld complex where the rock we mine does not contain quartz, a main cause of occupational lung disease in mine workers. This eliminates the threat of silicosis and occupational lung disease (OLD) directly linked to our operations. Despite this, we employ engineering solutions, such as hydro-powered mining equipment at Zondereinde and mechanised mining at Booyssendal, which significantly reduce employee exposure to both noise and dust. We also work hard to ensure employees adhere to PPE requirements.

There was only one case of silicosis identified during F2022. This related to an employee at the Zondereinde mine who had previous exposure in gold mines. The employee is monitored.

Health, safety and wellness > Health and wellness

Employee wellness

We maintain the wellbeing of employees and contractors using a variety of targeted initiatives designed to prevent chronic and lifestyle-related diseases, to support mental health, and to prevent drug and alcohol abuse.

In addition, managing inclusion and diversity and gender-based violence has a positive effect on employee wellbeing.

Wellness support and counselling are provided to Northam employees and contractors using an independent service provider (ICAS). Specific services include counselling for stress, depression, substance abuse, domestic abuse or financial management, for example. To maintain healthy and safe operations, all personnel on site are tested randomly for traces of drugs and alcohol before entering the premises.

HIV/AIDS: our performance against UNAIDS targets

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

We aim to maintain and strengthen our leading practices in this area. This includes ongoing awareness programmes, voluntary counselling and testing (VCT) focussing on early detection, and access to anti-retroviral therapy (ART). With successful initiatives we are able to support our workforce in making HIV/AIDS a manageable disease.

The Joint United Nations Programme on HIV/AIDS (UNAIDS) revised the goals from 90% for 2020 to 95% by 2025. According to the revised UNAIDS targets for 2025, 95% of people with HIV should be aware of their status, 95% of people who are aware of their status should be receiving treatment, and 95% of people who are receiving treatment should have their viral loads suppressed.

At Booyssendal and Eland healthcare services are provided by offsite third parties and we are unable to capture data on HIV status. Our Zondereinde operations, however, account for the majority of our employees and provides a fair indication of performance across the group.

We noted that in F2022 some employees defaulted on their HIV/AIDS treatment as more focus was on COVID-19 as opposed to our normal HIV/AIDS drive. With onsite primary and occupational healthcare services at Zondereinde, we are able to monitor our performance against the 95% UNAIDS goal.

Zondereinde's performance against UNAIDS targets 2025

As at the end of December 2021

People with HIV aware of their status



People with HIV and receiving treatment



People receiving treatment and have their viral loads suppressed



Our environment

We recognise that the environment represents a shared resource that needs to be protected for both current and future generations.

We are committed to enhancing our environmental management systems and improving our environmental performance and ultimately reducing our impact on the environment, on the communities around us and on natural resource consumption.

Material environmental matters at Northam include climate change and energy; water resource security and protection; emissions; land use and biodiversity; rehabilitation; and waste and tailings management.

Our environmental policy provides the fundamental principles which guide the management of environmental matters, including climate change, across our operations and establishes a framework for defining strategy and setting objectives and targets.

- 🌐 [Read our environmental policy on our website](#)
- ➔ [See Environmental management on page 34](#)
- ➔ [See Material issues on pages 17 to 18](#)



Progress against our objectives

Climate change

- In 2021 we set a target for 2030 to reduce total GHG emissions by 27% and our carbon intensity by 60% from a 2019 baseline. We have made good progress in drafting our roadmap to achieve these targets, which will include a combination of onsite solar installations and two wind energy projects.
- Installation of two 1MW solar rooftop installations completed at Eland and Booyseendal.
- Scope 1 and 2 GHG emission intensity reduced by 20% from 2019 baseline to 165kg CO₂e/tonne milled.
- 10MW solar installation at Zondereinde in progress.

Biodiversity

- Adding 171 hectares to existing offset area of 3 168 hectares at Booyseendal, a 5% increase from FY2021.
- Total land with conservation status (formal and unproclaimed) confirmed at 8 540^{LA} hectares, which represents 58% of combined land under management by Booyseendal and the Buttonshope Conservancy Trust.

Water

- Total water recycled at 84%^{LA} (above the 75% target).
- Total water unit consumption has decreased by 47% from 8.3 kl/tonne milled in 2016 to 4.4 kl/tonne milled in F2022.
- Potable water use from external sources declined 42% from 0.76 kl/tonne milled in 2016 to 0.44 kl/tonne milled in 2022.

Air quality

- The bulk of the work in support of the emission management plan was completed with the rebuild of Furnace 1 at the Zondereinde processing operation in F2022; the hygiene phase and additional abatement of particulate matter from one of the dryers will be completed in FY2023.

Systems

- Zondereinde maintained its ISO14001 certification while Booyseendal undertook a gap assessment during the year.
- Eland is in the implementation phases targeting external certification by FY2025.

Environmental management

Each operation has its own integrated environmental management system (EMS) which provides a framework for meeting our legal obligations and delivering performance in terms of our policies and processes. The EMS focuses on pollution prevention, resource usage and biodiversity through a hierarchy of avoiding, minimising and off-setting impacts.

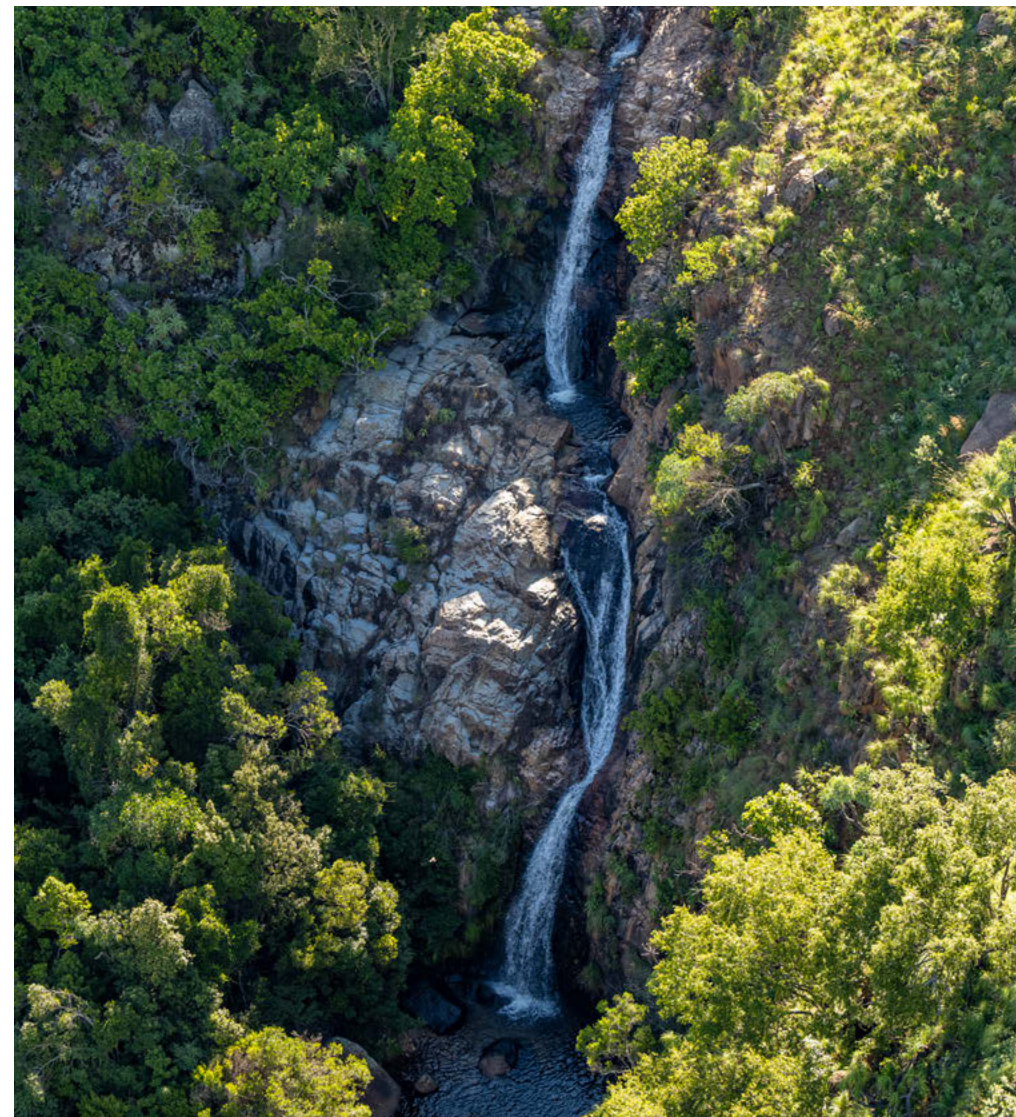
Operational responsibility for all environmental matters vests with our mining executives and the operational committees at our mines. Business units are responsible for managing environmental impacts. Environmental personnel at the sites provide guidance, define procedures and standards, and monitor and report compliance and progress against set targets and action plans.

Environmental performance is reported to the executive committee, the board health, safety and environmental (HSE) committee and, ultimately, the board of directors. The Executive: Sustainability has ultimate oversight of performance monitoring and

reporting and provides guidance and direction to the operations.

➔ More details on sustainability management and governance at Northam can be found on page 10.

Our EMS follows a risk-based approach to setting objectives, targets, action plans and assigning resources and responsibilities. At our operations, environmental programmes include awareness and competence training, emergency response, incident reporting, document control and record keeping.



Zondereinde maintained its ISO14001 certification for its EMS in FY2022 and Booyssendal and Eland are in the process of implementing ISO14001 based EMS. Booyssendal undertook a gap assessment during the year and is targeting external certification in F2023. Eland is in the process of implementation and is targeting certification by FY2025.

Our environment > Environmental management

Legislative developments and compliance

In South Africa, mining companies are regulated by an extensive framework of environmental legislation, including the National Environmental Management Act, 107 of 1998 (NEMA), and the various specific environmental management acts which focus on waste, air quality, biodiversity, water and heritage resources.

Our operations hold several licences for their activities, including environmental authorisations under NEMA, water use licences, waste management licences and an atmospheric emission licence (Zondereinde mineral processing operations). We also hold biodiversity and heritage permits where required.

The environmental regulation framework is dynamic and we keep abreast of these changes through our appointed legal counsel and the Minerals Council of South Africa.

Internal and third-party compliance assessments are undertaken on a regular basis to review compliance with environmental authorisations, environmental management plans, water use licences, waste management licences and the atmospheric emissions licence. Corrective and preventative actions are set for any non-compliances identified. Independent compliance assessments are submitted to the relevant authorities to meet mandatory reporting requirements.

Authorisation and compliance assessments undertaken in F2022

	Site	Status	Frequency of mandatory third-party assessments	Number of internal compliance audits/assessments in FY2022	Number of internal compliance audits in FY2022
Approved environmental management plans/authorisations	Zondereinde	Six authorisations; combined audit process	Biennial	One	One
	Eland	One consolidated authorisation; granted December 2021	Bi-annual	One	Two
	Booyssendal	Nine authorisations in place	Annual/ Biennial	Ten	Two
Water use licence	Zondereinde	One licence; amended in 2022	Annual	One	One
	Eland	Two licences; in the process of consolidating	Annual	Two	Two
	Booyssendal	Two licences; in a process of consolidating	Annual	Two	Two
Waste management licence	Zondereinde	One licence	Biennial	One	One
	Eland	One licence; integrated with environmental authorisation			
	Booyssendal	Four licences; integrated with environmental authorisations			
Atmospheric emission licence	Zondereinde (metallurgical complex)	One licence; amended in 2022	Annual	One	One

Several other secondary permits relating to heritage, tailings dam safety and protected plant species are also in place.

Incidents

Two reportable environmental incidents¹ were reported during F2022, one at Booyssendal and one at Eland. Both incidents were water related.

➔ More information is provided in the water management section on page 52.

Environmental incident reporting

	Zondereinde	Eland	Booyssendal
Reportable environmental incidents ¹	0 ^{LA}	1 ^{LA}	1 ^{LA}
Non-reportable environmental incidents	19	10	13
Total environmental incidents	19	11	14

¹ An environmental incident which is required to be reported to the relevant authorities (refer to Northam's sustainable development reporting guidelines)

No non-monetary sanctions (including directives in response to a contravention of environmental laws and regulations) or significant fines were issued against Northam's operations by authorities for non-compliance with environmental laws and/or regulations.^{LA}

Our environment

Climate change and energy

Northam recognises that climate change is a critical global challenge. The predicted increases in average global temperatures will have a negative impact on water resources, food security, health, infrastructure, and the environment, which includes biodiversity and ecosystems.

The Paris Agreement (United Nations 2015) set long-term goals to significantly reduce the risks and impacts of climate change by limiting the rise in temperature this century to well below 2°C while also pursuing efforts to limit global warming to 1.5°C. The attainment of this 1.5°C limit requires a reduction of global emissions by 45% by 2030 and achieving overall net zero carbon emissions by 2050.

In response, South Africa, which is a signatory to the Paris Agreement, has committed to a long-term goal to reduce CO₂ to net zero by 2050. Northam is aware that South Africa is significantly dependent on a coal-based electrical supply and we are conscious that this contributes significantly to the South African economy and millions of livelihoods.

It is our intention to support the South African government's initiatives towards a just transition to a lower-carbon economy as recognised by the 2022 Glasgow Climate Pact.

A just transition is one that will support sustainable development and poverty eradication in South Africa – and other developing nations – while also delivering global climate goals.

Approach

Our strategy for addressing climate change is highly influenced by the energy challenges faced in South Africa – especially those relating to reliable energy supply and the high percentage of coal-fired electricity in the South African grid.

Energy reliability and cost, especially in relation to electricity, are ranked among our high impact business risks (see page 85 of our Annual Report). This has prompted Northam to investigate various renewable energy sources and energy efficiency opportunities that address both these business risks, as well as providing the foundation of our GHG reduction targets.

The bulk of the electricity that Eskom, South Africa's national energy supplier, generates comes with a relatively high GHG footprint due to its reliance on coal-fired electrical power. This, combined with Northam's growth strategy which demands greater energy use over time, affects our ability to reduce significantly our scope 2 GHG emissions.

Reliance on Eskom for the bulk of our electricity presents a significant operational risk. This relates to both planned and unplanned power outages, or load shedding, and the potential for ongoing above-inflation increases in electricity tariffs.

Our environment > Climate change and energy

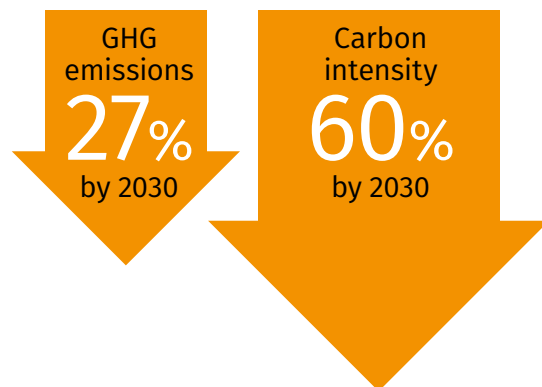
Policy and targets

In order to continue to develop a sustainable business, Northam has developed an energy policy and strategy that supports our approach to climate change. This targets reduced GHG emissions and a goal to mitigate our energy and climate change risks.

We have set a target to reduce our total GHG emissions by 27% and our carbon intensity by 60% by 2030 from a 2019 baseline.

➔ see pages 43 to 44 for full performance.

Our reliance on Eskom for carbon-intensive, coal-derived electricity, the need for on-site generators powered by fossil fuels to maintain operations during load shedding, and the lack of detail in Eskom's low-carbon transition programme is preventing Northam at this time from committing to a net zero carbon target by 2050. We will continue to monitor South Africa's low-carbon transition programmes and will adjust our low-carbon transition road map accordingly.

**Northam Platinum energy policy statement**

We are committed to contributing towards a low-carbon future by implementing energy efficiency measures, reducing energy wastage and increasing energy consumption from renewable sources.

As a growing company, we are working to achieve this by reducing energy intensity at our operations by applying the following interventions.

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

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

Our environment > Climate change and energy

Climate change roadmap

We are in the process of finalising a detailed roadmap for achieving our GHG emission reduction targets. This will focus on a combination of investing in on-site renewable energy projects, renewable energy procurement and energy efficiency initiatives, which will ultimately secure our energy supply, reduce energy use and costs, and reduce carbon emissions.

Generating our own electricity

We have plans in place to increase electricity generation at Northam operations, through a variety of renewable energy initiatives. Northam's current renewable energy projects and investigations include:

- At the group's Booyssendal and Eland mines, two 1MW solar arrays were installed in 2022 on rooftops and carports
- Development of a 10MW solar farm to provide electricity to the metallurgical complex at Zondereinde has started. The design and permitting phases are complete and earthworks to provide site access and preparation commenced in July 2021. Considerable Chinese demand for photovoltaic panels has resulted in current prices being significantly elevated and volatile. Northam will procure panels when the market stabilises and prices improve, after which construction will be completed
- Permitting is underway for a 60MW solar installation at Zondereinde and a 20MW solar installation at Eland Mine. Permitting is expected to be complete in late 2023
- Northam has secured exclusive rights to, and is negotiating power purchase agreements with, two wind farm developers that could provide as much as 1 000GWH per year of electrical energy; approximately 50% of our current usage.



Where on-site generation of renewable electricity does not provide the full requirements of our sites, we need to use diesel generators to keep our operations running during load shedding. This ensures the safety of underground employees and mitigates the risk of production delays. A key part of reducing the impacts of generators is to ensure the fuels used are the most efficient locally available fuel offering reduced GHG emissions.

Focusing on energy efficiency

In addition to replacing carbon-intensive electricity from Eskom with renewable energy, we have embarked on a programme to reduce energy wastage and improve energy efficiency. The bulk of our GHG emissions (97% in FY2022) are scope 2 and mainly come from electricity purchased from Eskom. Efforts also include the optimisation of on-site fuel consumption, specifically diesel.

To reduce costs and enhance efficiency, we will upgrade our electrical metering systems to help identify energy intensive equipment and facilities, and to quantify successes in reducing energy waste and enhancing efficiency. We estimate that our energy intensity from electricity purchased could be reduced by as much as 15% if all the efficiency and wastage initiatives are successful.

Engaging on efficiency

No effort to improve energy intensity, prevent wastage or identify efficiency improvements will be effective without involving those who design, procure, construct and operate our facilities. A campaign to incentivise employees to help identify energy savings has been approved. This will be rolled out at operations as soon as effective electrical metering is in place so that savings can be quantified.

Our environment > Climate change and energy

Northam's response to climate change



Hydropower and backfill at Zondereinde – avoided 248 300 MWh of energy use or 268 000* tonnes of CO₂e per year – this is an ongoing initiative.

1986-1993



First CDP submission.

2010



Complete aerial rope conveyor system at Booyssendal South, saving 1.5 million litres in diesel consumption and 3 900 tonnes CO₂e emissions per annum.

2019



Set GHG emission baseline.

2019



Hydropower at Eland – reducing CO₂e emissions by 1 600 tonnes per year.

2020



Improvements to processing furnace slag at Zondereinde, reducing CO₂e by approximately 1 300 tonnes per year.

2021/2022



Completed 1MW rooftop solar arrays at Eland and Booyssendal.

2022



Received environmental authorisation for 10 MW solar installation at Zondereinde and commenced earthworks at the site.

2022



Complete aerial rope conveyor system at Booyssendal North, saving 500 000 litres in diesel consumption and 1 300 tonnes CO₂e emissions per annum.

2022



Started investigating the feasibility of on-site solar renewable electricity generation as well as off-site wind energy.

2021



Energy policy and strategy launched to guide Northam's approach to the challenge of climate change.

2021



TCFD assessment completed.

2021



Commenced environmental authorisation processes for larger scale solar installation at Eland and Zondereinde.

2022



Latter half 2022 – Sign power purchase agreements for two wind farms.

2022



Battery electric personnel carrier at Eland.

2023



Complete underground refuelling and lube bays at Booyssendal, which will reduce traveling distances and ultimately fuel consumption.

2023



Complete renewable energy road map.

2023



Implementation of renewable energy programme.

2024



Reduce absolute GHG emissions by 27% overall and GHG emissions intensity by 60% from a 2019 baseline.

2030

The future

*Using a conversion factor of 1.08 tonne CO₂e per MWh



Identifying climate change risks

Between F2020 and F2021 Northam concluded an assessment to improve climate change management and disclosure. The independently-conducted assessment followed the best practice approach defined by the TCFD, which uses six steps to identify physical and transition risks and opportunities. The study also reviewed risks and opportunities relating to energy management.

The assessment identified three opportunities to manage transition risks faced by Northam, six mitigation measures for physical risks, and nine short to medium term opportunities for energy and GHG emissions reductions as well as a further six long-term opportunities. We will be investigating these recommendations and opportunities in more detail in F2023.

Transition risks

Climate change has been identified as a potential source of reputational risk tied to expectations around the transition to a lower-carbon global economy. Regulatory requirements are increasing and becoming more onerous and also driving stakeholder expectations and perceptions.

Climate change also presents opportunities for our business – associated primarily with new and alternative energy sources and energy efficiency programmes; the emission control catalyst market in China, along with PGM-loaded fuel cells; the potential for incorporating carbon pricing and trading into Northam's business strategy.

Physical risks

The assessment of physical risks was guided by the Shared Socio-Economic Pathway 5 defined by the International Panel on Climate Change (IPCC), which predicts a worst-case mean global temperature increase of 4.7 – 5.1°C by 2100 (RCP8.5).

Six key physical risks were identified at both Zondereinde and Booyseendal operations. These are based on four root causes identified at Zondereinde – storms, water stress and drought, wildfires, and extreme heat – and three root causes at Booyseendal – storms, water stress and drought, and wildfires.

Following identification, the potential severity of each risk was assessed for the present day and in 2050. The financial impact of the risks was also assessed, including potential production stoppages and delays, infrastructure damage, supply chain disruption and increased production costs. Finally, high-level mitigation measures for the physical risks were proposed with recommendations, which we are currently investigating further.

We have already started to include physical climate-related risks in our project planning, more specifically scenario planning for the tailings dam and water balance study currently underway at Zondereinde.

Although it was not included in the assessment, we anticipate Eland to have a similar outcome to Booyseendal as both operations have a similar shallow mining profile and the deep mining and underground heat associated with Zondereinde do not apply.

Engagement with business partners and suppliers

In F2022, our procurement team developed a responsible sourcing standard, which includes a section on environmental responsibility, including climate change.

This standard will be implemented in the coming year and will follow a risk-based approach.

➔ More information on responsible sourcing can be found on page 91.

Refining partners aiming for net-zero

Northam operates a base metals removal plant at its Zondereinde operations where nickel (Ni) and copper (Cu) are removed from the platinum group metals solutions through chemical processes. Filtered and dried PGM concentrates are then shipped to our business partners' refineries.

These are Heraeus refineries in Port Elizabeth, South Africa, and Hanau, Germany, and the Johnson Matthey refinery in London, England. Here individual precious metals are toll-refined to a final purity of 99.95%.

We have regular interaction with our strategic business partners and customers including on our climate change objectives.

Both our refining partners have set ambitious GHG emission reduction targets which will reduce our scope 3 emissions.

Our environment > Refining partners aiming for net-zero

Johnson Matthey decarbonisation strategy

Johnson Matthey's vision is for a world that is cleaner and healthier, today and for future generations. Our contribution to that world is based on the transformative power of platinum group metal (PGM) chemistry, where our 200-year history gives us a unique advantage.

Drawing on that expertise in PGM chemistry, catalysis and process design, we create technologies and processes that help power our customers' products – principally in the automotive, chemicals and energy markets. It's this expertise that has helped remove harmful emissions from vehicles for almost 50 years and is now enabling the rapid commercialisation and scale-up of low- and zero carbon technologies – like sustainable fuels and low-carbon hydrogen – to catalyse the world's transition to net zero.

In June 2021, we publicly committed to achieve net zero by 2040 and, in October 2021, our intermediate targets to reduce Scope 1, 2 and 3 emissions by 2030 were validated by the Science Based Targets initiative (SBTi), providing important confirmation that they are in line with the 'wellbelow 2°C trajectory' of the UN Paris Agreement. Our Scope 1 and 2 GHG emissions come from our manufacturing operations and represent the part of our footprint that we can directly influence by changing the way we use energy in our facilities.

By 2030 we will:

- Reduce Scope 1 and 2 GHG emissions by 33%
- Reduce Scope 3 emissions from purchased goods and services by 20%
- Enable our customers to avoid 50 million tonnes of GHG emissions per year by using technologies enabled by our products and solutions, compared to conventional offerings

Scope 3 GHG emissions represent 90% of our carbon footprint and the biggest single contributor is the platinum group metals that we buy. Therefore, Johnson Matthey is delighted to work with value chain partners that share its net zero ambitions to decarbonise the PGM supply industry.

We want to encourage all of our stakeholders to consider the carbon footprint and circularity of their PGM supply and whilst primary supply of PGMs is essential to support growing uses of these important materials, we aim to have at least 75% of all the PGMs that we use in manufacturing to have come from recycled sources by 2030. As the world's largest secondary refiner of PGMs the majority of this material will be purified in our own refineries. We are also working closely with the Pt mines to support them as they work to reduce their carbon footprint for our mutual benefit. The result being a lower carbon generation of both primary and secondary PGMs.



Our environment > Refining partners aiming for net-zero

Heraeus Precious Metals aiming for carbon neutrality

Heraeus Precious Metals, fully owned by the German-based Heraeus Group, has over 170 years of history in the world of precious metals, specifically gold, silver and PGMs. Today, Heraeus Precious Metals is a global leader in precious metal services such as recycling, refining and trading of precious metals and offers an innovative and comprehensive product portfolio which services various industries including the automotive, chemicals, semiconductor, pharmaceutical, hydrogen and jewellery industry.

Heraeus Precious Metals covers the full value chain of precious metals, with the exception of mining, and employs 2,600 employees in 15 recycling, manufacturing and trading sites around the globe.

Although PGMs are beneficial to our society, in many ways their processing contributes to CO₂ emissions and thus to global warming. At Heraeus Precious Metals we are aware of this and we have a clear understanding of our responsibility and has embarked on an extremely ambitious programme to lead the precious industry into a more sustainable future.

We are aiming to become the first precious metals company to operate carbon neutral for scope 1 and 2 GHGs by 2025, which we will achieve through the following initiatives:

- Improve our CO₂ efficiency in our existing processes by 20% from our 2019 baseline year.

- All our sites operate with 100% green electricity by the end of 2025, which includes solar panel installations at all sites worldwide by 2023 and investing in our own solar or wind parks or engaging in long-term power purchase agreements.
- We will operate without fossil fuels by 2033, which implies fundamental changes to our processes and infrastructure.

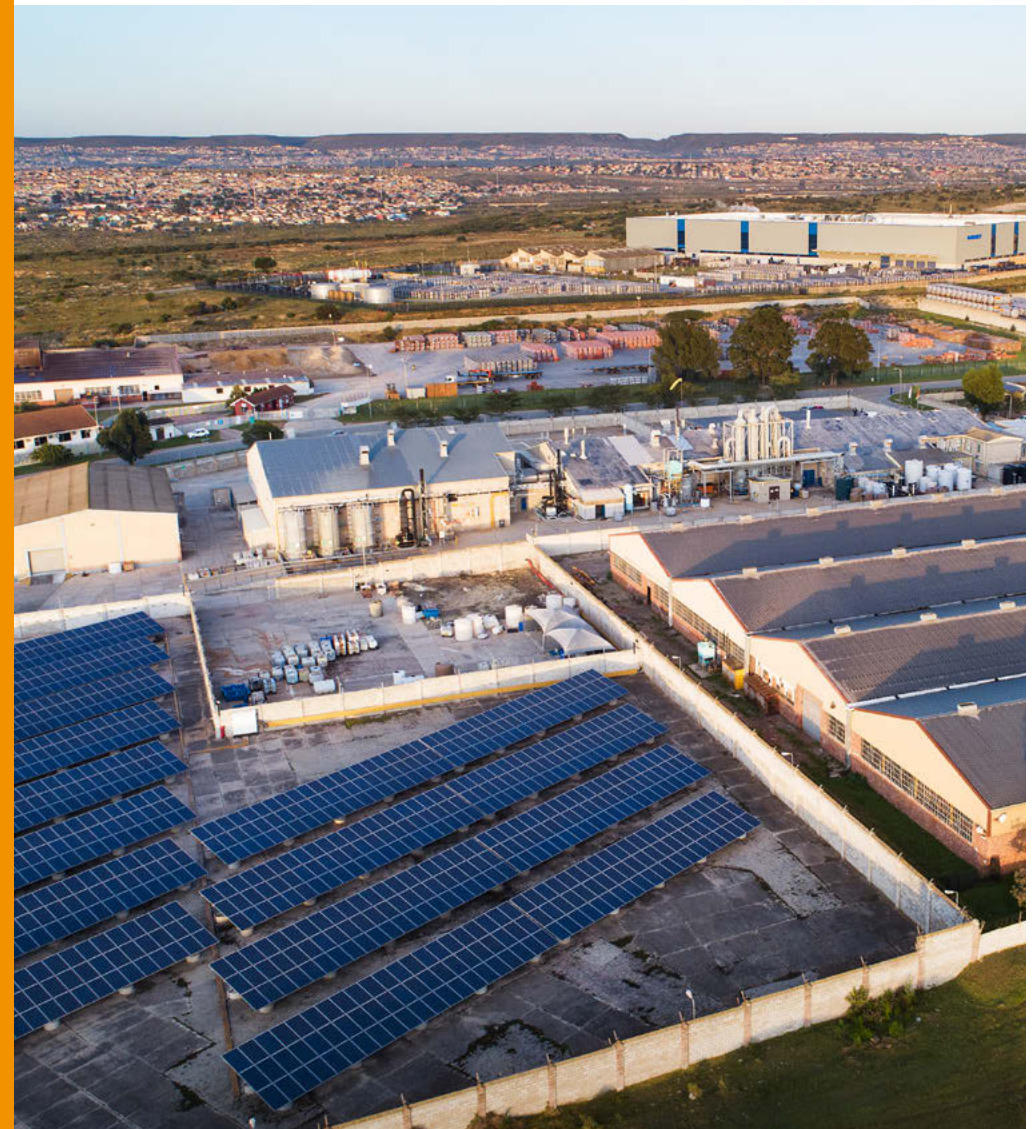
In 2023 we will reduce our global CO₂ footprint by more than 15% from 2022. Our site in Izmir (Turkey) is already operating carbon neutral. Our PGM chemicals processing plant in Port Elisabeth (SA) is currently extending its solar plant with the goal to produce up to 40% of its energy needs starting in 2023. At our largest site in Hanau (Germany) we will be reducing the requirement for natural gas by 12% over the next two years by re-engineering our processing infrastructure.

We also have clear goals for our very substantial scope 3 emissions. Within the next 10 years we are aiming to reduce scope 3 emissions by more than 35%, which will require close cooperation with our mining partners. Our relationship with Northam, which has lasted for over 20 years, plays a very important role in this regard. As industry partners, our roadmaps are closely aligned and we fully support Northam's sustainability plans going forward.

We at Heraeus Precious Metals acknowledge our responsibility with regards to decarbonization. We see this as a key differentiating factor for our future positioning in the precious metal markets.

Heraeus

Precious Metals



Our environment > Climate change and energy

Performance

In F2022 our scope 1 and 2 GHG emission intensity improved by 20% from 2019 baseline to 165kg CO₂e/tonne milled. Although our overall scope 1 and 2 emissions increased in line with our growth profile, it is expected to reduce significantly once our renewable energy projects come on-line.

As a growing company, our absolute electrical energy consumption increased by 8% from F2021 and by 32% from our 2019 baseline. However, our energy intensity from electricity purchased improved by 26% to 0.15 MWh/tonne milled from our 2019 baseline of 0.20 MWh/tonne milled.

Our total energy intensity improved by 28% to 0.59 GJ/tonne milled from our 2019 baseline of 0.82 GJ/tonne milled.

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

CDP ranks companies into one of four scoring bands – disclosure, awareness, management and leadership – and in 2021 rated Northam as B for water management (management level) and C for climate change (awareness level).

ⓘ Detailed scoring information is available at www.cdp.net. We have participated again in the 2022 programme, with submission made in July 2022.

B Water management (management level)

C Climate change (awareness level)

Looking ahead

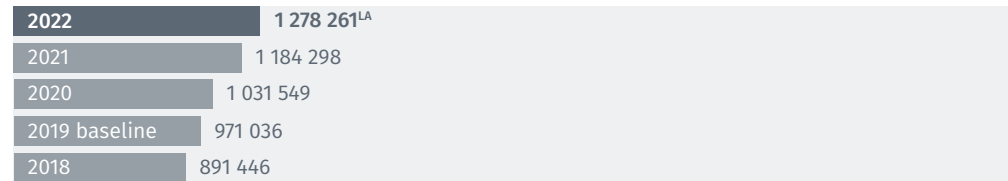
- We will finalise our renewable energy roadmap in FY2023, which will include a combination of on-site solar and off-site wind power. The roadmap is designed to deliver our target of a 60% reduction in GHG emission intensity and a 27% reduction in absolute emissions by 2030 from 2019 baseline
- Improve electrical energy efficiency by 15% from the 2019 baseline by 2030
- Expand the monitoring and disclosure of Scope 3 emissions
- Research physical climate risks in more detail and set action plans to investigate and develop mitigation measures.

Our environment > Climate change and energy

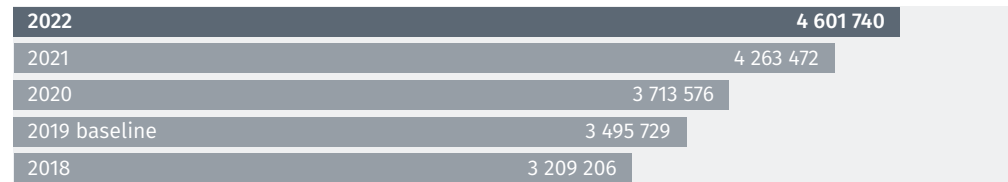
Performance

Energy consumption

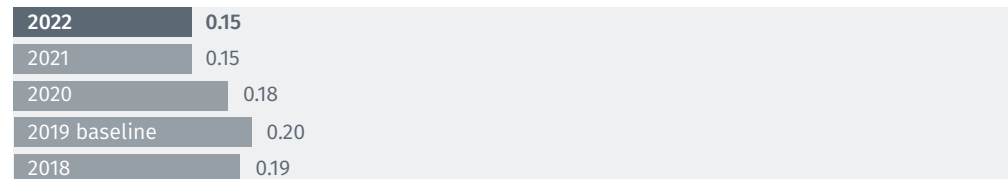
Group Electrical Energy consumption (MWh)



Group Electrical Energy consumption (GJ)



Electrical energy consumption intensity (MWh/tonne milled)



Total energy consumption (GJ)

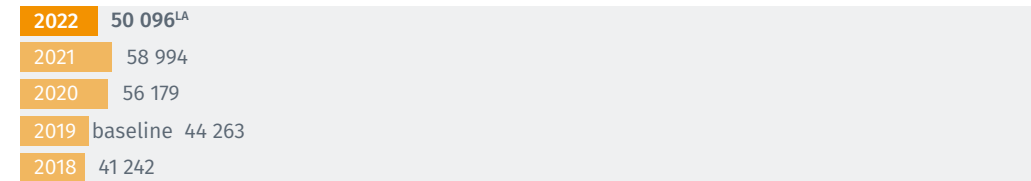


Total Energy intensity (GJ energy/tonne milled)

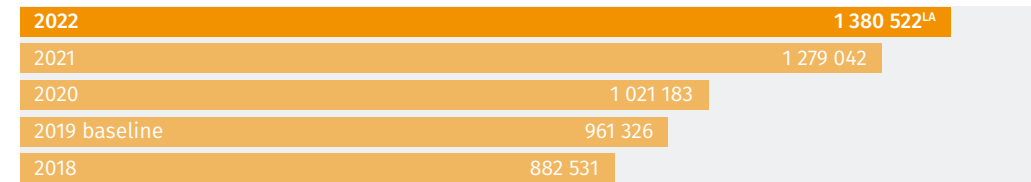


Greenhouse gas emissions

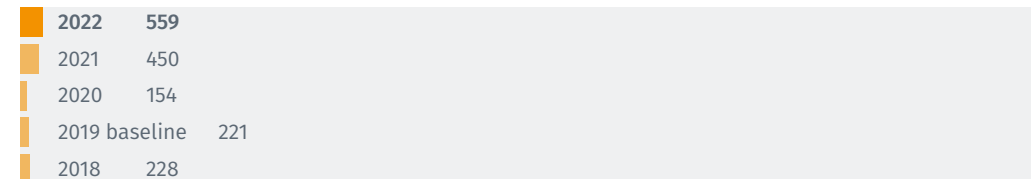
Total Scope 1 emissions (direct emissions) (CO₂e tonnes)



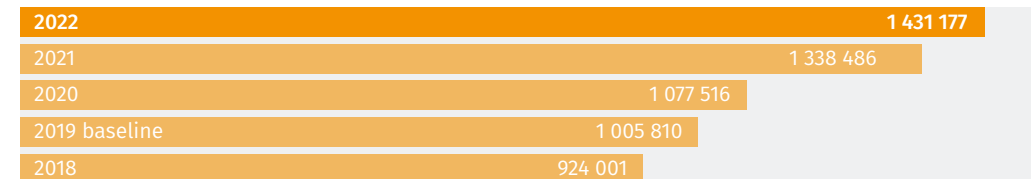
Total Scope 2 emissions (indirect emissions) (CO₂e tonnes)



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



Total group GHG (CO₂e tonnes)



GHG intensity (tonnes CO₂e per tonne milled)



Our environment

Air quality management

Sulphur dioxide and particulate emissions from the Zondereinde processing operation and dust fall-out from all mining-related activities are the primary sources of air emissions from Northam operations.

Particulate matter is a pollutant of concern at Zondereinde and Eland due to the combined impact from our own operations and other land use activities in close proximity, including neighbouring mines, agriculture, unpaved roads and community fuel and waste burning.

Emissions from Zondereinde processing operations

The Zondereinde processing operation operates under an Atmospheric Emission Licence (AEL) issued under the National Environment Management: Air Quality Act 39 of 2004.

After an in-depth air quality impact assessment in 2019, Zondereinde approached the Department of Environment, Forestry & Fisheries (Department of Environmental

Affairs at the time) seeking a more relaxed alternative Minimum Emission Standard (MES) for sulphur dioxide (SO₂) emissions from its main stack.

Instead the Department of Forestry, Fisheries and the Environment (DFFE) granted Northam a postponement of the MES until January 2025, after which Northam will need to comply with the legislated MES. As part of the postponement agreement Zondereinde has committed to an emissions management plan (EMP) as well as an off-set agreement.

In F2022, Northam received no air quality related complaints.

Our environment > Air quality management

Emissions management plan

The emissions management plan for Zondereinde covers sulphur dioxide and particulate matter emissions from stack and fugitive emissions sources. Although a more relaxed MES for stack SO₂ emissions was requested, ground-level SO₂ concentrations at the Zondereinde operations are expected to remain within the legislated South African Ambient Air Quality Standards (AAQS).

Our short- to medium-term focus is to make improvements at the processing operations, which will have the greatest impact on improving individual exposure levels, stack emission concentration levels and ambient air quality.

Improvements started in 2020 and the bulk of the work was completed with the rebuild of Furnace 1 at the plant in F2022.

The hygiene phase of the project is in progress and predominantly addresses the capture and stacking of fugitive emission.

Upgrades in managing particulate emissions have been made by separating the converter and furnace off-gas streams and installing or upgrading abatement equipment. The total capital cost of the EMP programme amounts to R257 million.

Particulate emissions from Dryer 1 off-gas remain to be addressed. The existing precipitator will be augmented by the addition of a downstream polishing electrostatic precipitator in F2023 at an additional cost of R60 million.

Zondereinde's AEL was updated during the year to accommodate these upgrades.

Sulphur dioxide emissions

	Total SO ₂ tonnes/annum	AEL annualised limit tonnes/annum	Average per month tonnes/month	AEL monthly limit tonnes/month
F2017	6 747	11 520	562	960
F2018	8 118	11 520	677	960
F2019	8 649	11 520	721	960
F2020	5 889	11 520	491	960
F2021	7 488	11 520	624	960
F2022	8 386 ^{LA}	11 520	699	960

Off-set agreement

In support of the off-set agreement agreed at Zondereinde, we have completed initial air quality monitoring and stakeholder engagement in the Smashblock community close to the operations. The off-set initiative will focus on reducing PM₁₀ (particulate matter smaller than 10 µm) and PM_{2.5} (particulate matter smaller than 2.5 µm) from a combination of emission sources.

Several pilot studies will commence in F2023 to determine which off-set initiative or combination of initiatives will deliver the largest reduction in ambient dust emission levels. Current considerations include cleaner burning domestic fuel, dust suppression on key road sections, paving roads and waste interventions.



Our environment > Air quality management

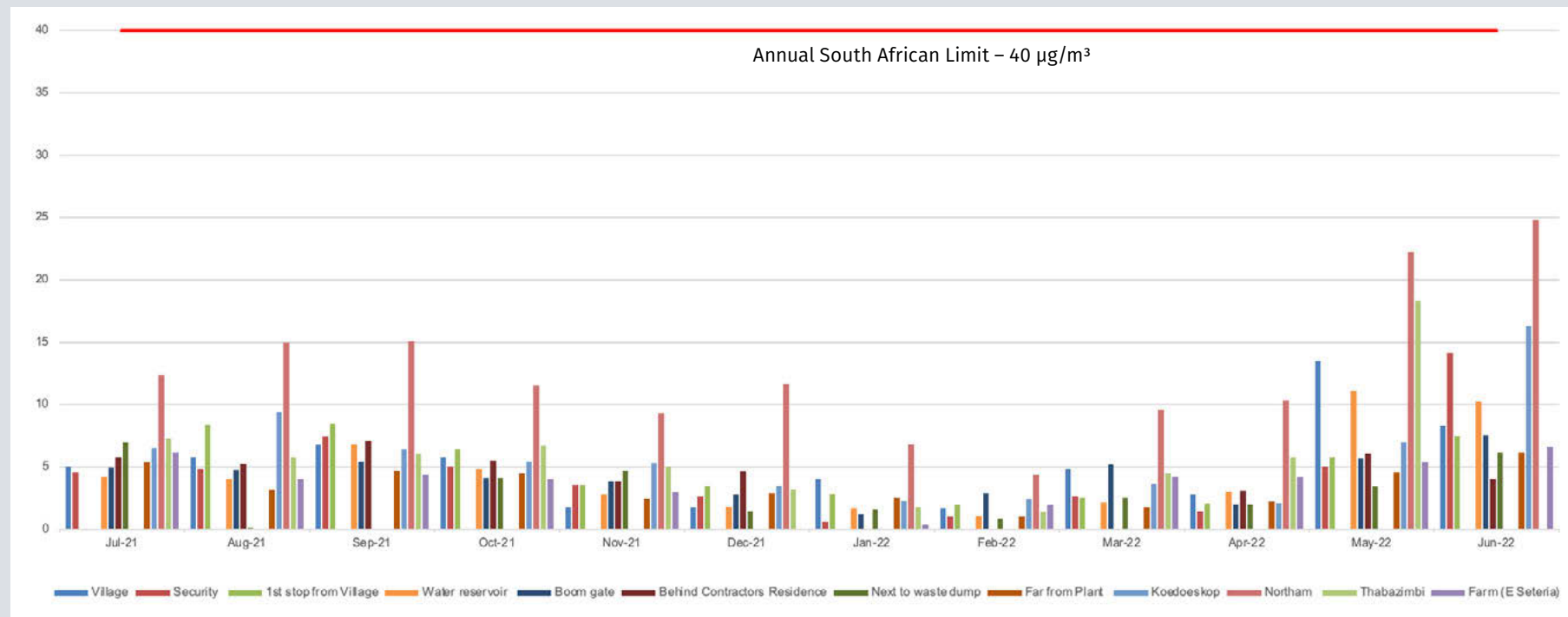
Monitoring air quality

Zondereinde monitors both ambient air quality and stack emissions in line with their Atmospheric Emission Licence and other relevant legal requirements. This includes monthly passive ambient SO₂ and NO₂ sampling, continuous ambient SO₂, NO_x and particulate matter monitoring, and quarterly isokinetic stack emission sampling.

The monthly average ambient air quality is assessed against current average South African Ambient Air Quality Standards (AAQS) for the relevant pollutants. During F2022, air quality at ambient monitoring locations recorded no air pollutant levels that exceeded the AAQS for NO₂, SO₂, PM₁₀ and PM_{2.5}. The chart below illustrates ambient SO₂ levels, measured at sensitive receptor locations at the Zondereinde operation.

Passive SO₂ sampling

µg/m³

**Looking ahead**

In the year ahead we will complete the implementation of the EMP and commence with the off-set pilot studies.

In view of Northam's growth strategy we anticipate that SO₂ emissions may increase from the current production baseline. As a result, we have started a review of our air quality strategy, including an update of our air quality impact assessment to inform our future emissions management strategy.

Our environment > Air quality management

Dust emissions

Dust fallout and its impact are a concern for many mine communities. At Northam operations, dust emissions mainly come from unpaved roads and certain production activities, such as stockpiles and unvegetated tailings dams. Operational controls, including the vegetating of tailings dams and dust suppression applications, are in place to limit dust emissions.

All operations have extensive networks of dust buckets to monitor dust fallout from production activities at the mines. The National Dust Control Regulations set the maximum dust fallout rate for industrial locations as 1200 mg/m²/day.

Ambient dust monitoring points for Booyssendal and Eland were within this defined industrial limit in F2022. At Zondereinde, all but one dust monitoring points were fully compliant. The one monitoring point that exceeded the daily limit is located close to the 3 shaft project gravel access road. Several actions to suppress dust and vehicle dust emissions were implemented after which this location was fully compliant.



Our environment

Water use and management

Mining operations use large amounts of water, mainly in extraction activities.

This is particularly true at our Zondereinde operations where we use hydropower as the main power source for underground mining and cooling. Hydro-mining delivers significant energy savings but uses large quantities of water, which is why we have a clear focus on reusing and recycling process water.

Water supply is considered a principle business risk to Northam and water conservation and security of supply are critical to business continuity. All of our operations are located in water-stressed regions. Together, these factors underpin our objective to minimise water use and the impact of withdrawing water from natural sources and third parties, while also maximising water reuse and recycling.

In F2022, we recycled 84%^{1A} (FY2021: 82%) of our water and we withdrew minimal potable water from local sources, minimising our potential impact on local communities and other water users. At our Zondereinde operations we have recycled 90% (FY2021: 88%) of the water used.

Water resources are protected, managed and regulated by the National Water Act. Compliance requirements at all our operations are outlined in our Integrated Water Use Licences (IWUL) and Integrated Waste and Water Management Plans. In May 2022, Zondereinde received an updated IWUL and Booyseindal north and south mines were granted new amendments in 2018 and 2021. At Eland and the recently acquired Maroelabult, existing licences are currently being consolidated in a single IWUL.

Our environment > Water use and management



Zondereinde operations rely on hydropower to drive underground mining equipment

Water supply

Northam operations are located within sensitive freshwater resource management areas where the demand for water is high. The Groot-Dwars River system runs through the area of our Booyensdal operations and is a freshwater priority area that lies within the greater Oliphants Water Management Area. Both Zondereinde and Eland fall within the Limpopo Water Management Area.

Zondereinde operations rely on hydropower to drive underground mining equipment and assist with cooling. The site takes potable water from the Magalies Water Board but operates a virtually closed-loop water system, which keeps withdrawals to a minimum.

Booyensdal's operations receive bulk water from the Olifants River, which is managed by the Lebalelo Water User Association. The Association is evolving its approach to a more expansive,

'landscape-level' water management system covering a much larger geographical area.

Our Eland mine is a water positive operation with an agreement in place with the Hartbeespoort Irrigation Scheme for bulk water to supplement Eland's water requirements.

At all our operations to aim to minimise our reliance on potable and bulk water supply from external sources through water optimisation and recycling initiatives. At some of our operations water withdrawals include the abstraction from boreholes and fissure water. Fissure water has to be abstracted to ensure safe underground working.

Community water supply

In addition to meeting its own operational water needs, Northam also invests in water supply and sanitation projects for local communities through its community investment

programmes and social and labour plans (SLP). Fissure water has to be abstracted to ensure safe underground working.

More information can be found in the Our communities section on page 90.

Engagement on water related issues

Northam participates in various regional water forums that aim to improve water conservation and management. Other participants include the Department of Water Affairs and Sanitation, mining companies, and other water users. We are also members of and engage with local water boards and associations where we operate: Lebalelo Water User Association at Booyensdal; Hartbeespoort Irrigation Scheme at Eland; and, Magalies Water Board at Zondereinde.

Our environment > Water use and management

Water conservation and demand management

We use integrated water balance models to monitor water use and recycling and to identify the best options at our sites for improving water conservation and demand management. Key to this has been improved monitoring and metering to produce more dynamic modelling to assist with the optimisation of water containment, re-circulation and free-board control challenges. We have therefore installed new electronic flowmeters across some of the operations in F2021. We have also added a scenario analysis module to the model at Zondereinde to identify opportunities for improvement and to assist with the planning and execution of mining and processing projects.

Both Zondereinde and Eland are in the process of installing reverse osmosis plants to clean process water as well as groundwater to reduce the intake of freshwater supply.

Water conservation awareness programmes are also delivered across our operations.

Performance

The primary aim of our water conservation and demand programmes, is to reduce freshwater consumption by maximising water recycling. We aim to recycle at least 75% of all water. In F2022, we recycled 84%^{LA}.

Even though our total water use for the group has increased since 2018 in line with our growth profile, our total water unit consumption improved by 47% from 8.3 kl/tonne milled in 2016 to 4.4 kl/tonne milled in F2022.

Our potable water use from external sources has followed a similar trend as the total water use with the unit consumption on a downward trend since 2017. The unit consumption from this water resource has decline by 42% from 0.76 kl/tonne milled in 2016 to 0.44 kl/tonne milled in 2022.

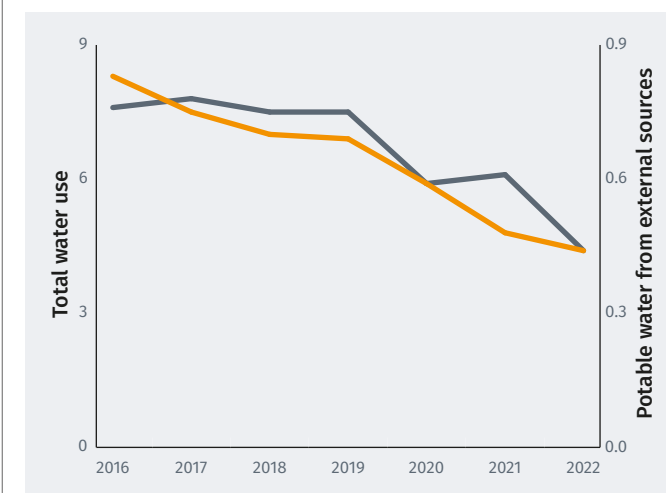
Group water use

Water usage (000m³)

	2022	2021	2020	2019	2018
Potable water from external sources	3 797	4 935	3 416	3 691	3 448
Fissure water	1 500	1 022	209	1 278	273
Borehole water	730	1 116	2 183	52	40
Water recycled in process	32 114	32 002	28 092	28 979	28 577
Total water usage	38 142	39 076	33 900	34 000	32 338
% water recycled*	84^{LA}	82	83	85	88

Group unit consumption for total water use and potable water from external sources

(kilolitres per tonne milled)



● Total water use
● Potable water from external sources

Our environment > Water use and management

**Water resource protection**

Effectively managing and controlling storm water, wastewater and tailings is essential for the protection of surface water and ground water around our operations. Storm water controls at our operations ensure that clean and dirty water circuits are kept separate, and that contaminated water is contained. Even though our IWULs allow for the discharges of certain volumes and quality of wastewater we aim for zero discharges to our environment.

Water resource protection projects under construction at Zondereinde include storm water control infrastructure for the concentrator and smelter. At Booyssendal, we have constructed a water separation system using trenching and culverts to contain polluted water and divert clean water away from our operations. The construction of additional stormwater containment facilities will continue in F2023. Eland is planning the construction of an additional stormwater control dam in FY2023.

Monitoring and measuring water quality

Water quality monitoring is in place at each of our operations, as required by their individual IWULs. Surface and groundwater sampling is undertaken by independent service providers and analysed in accredited laboratories. Annual monitoring reports are submitted to the DWS together with IWUL compliance assessments undertaken by independent consultants.

We recorded one reportable environmental incident at our Booyssendal North operations when a pollution control dam overflowed into the Groot-Dwars River during heavy rainfall. The incident was reported to the authorities and investigated internally. As a result, communication procedures were improved and the electronic process control system was upgraded.

A second reportable incident was recorded as Eland when a process control error on a tailings thickener resulted in an uncontrolled discharge to the environment. The incident was reported to the authorities and investigated internally and the necessary corrective and preventative actions were taken.

Looking ahead

Across the group, our key priorities will remain the reduction of fresh water withdrawal, the increase of recycling of process water and the optimisation of our pollution control dam capacities.

Utilising the dynamic water model at Zondereinde an opportunity to improve water recovery and reduce fresh water use were identified with the implementation of interception boreholes at the TSF return water and evaporation dams. As a result, a pilot system will be installed in F2023.

Also at Zondereinde we will be commissioning a reverse osmosis plant to clean the water in the shaft recycling system for use in the cooling and other underground water reticulation system which will reduce the intake of potable water.

We will continue to improve data collection and monitoring since more accurate data help to modernise water analytics, reporting and process control.

At Booyssendal we will focus on upgrading the conservation and demand management model and improvement of the water separation system.

Our environment

Biodiversity and land management

South Africa is rich in abundant and often unique biodiversity and we are committed to protecting and conserving the biodiversity and ecological resources in the areas where we operate.

We do this by minimising our operating footprint and mitigating our impacts on the natural environment. Where this is not possible, or where we operate in sensitive ecological environmental areas, we are committed to offset our impacts.

Our Booysendal operations are situated close to areas of high and sensitive biodiversity value and careful management is critically important. Booysendal's operations stretches across Limpopo and Mpumalanga provinces and are situated within the Sekhukhuneland Centre of Plant Endemism (SCPE) and Lydenburg Centre of Plant Endemism (LCPE) in the Groot Dwarsrivier Valley. The vast majority of the area consists of untransformed grassland and bushveld vegetation grazed by wildlife and domestic livestock. Much of this landscape is in a near-pristine state. The Booysendal property encompasses several ecologically sensitive areas, some of which are of critical biodiversity importance. These are prioritised by conservation authorities and some areas are classified as irreplaceable.

The Groot Dwarsrivier Valley landscape includes forests, small wetlands, seepages and grasslands. Certain protected mammals and species of fish have been recognised as endemic to this habitat. Research has also indicated that the threatened SCPE is not formally protected and that more land needs to be incorporated within formal conservation areas as reserves.

Our environment > Biodiversity and land management

Booyseendal: The Buttonshope Conservancy Trust

The Buttonshope Conservancy Trust was established in 2010 and formally registered in 2011 to ensure the conservation, rehabilitation and protection of the natural environment around our Booyseendal operation.

Together the Booyseendal operation and the Buttonshope Conservation Trust own 12 937 hectares (ha) of the 14 691 ha under its control. Of this, 8 540^{LA} ha is managed independently from our Booyseendal operations and includes the 3 339^{LA} ha (3 168 ha in F2021) specifically dedicated for Booyseendal's biodiversity offset and is under management control of the Trust. In F2022, the Trust acquired 171 ha of additional land to the value of R21 million in support of the offset.

In line with the National Draft Biodiversity Offset Policy, Booyseendal's offset area is 30 times greater than the land area physically impacted by mining. The 3 339^{LA} ha of land designated for offset conservation is managed in accordance with the National Environmental Management: Protected Areas Act No. 57. This includes a commitment that all protected areas managed by the Buttonshope Conservation Trust will be donated to the Mpumalanga Tourism and Parks Agency (MTPA) when mining operations close at Booyseendal.

Offset areas managed by the Buttonshope Conservation Trust notably include rivers and their catchment areas, featuring a unique area of montane grassland near the headwaters of the Groot-Dwars River which traverses the Booyseendal mining area.

The trust is in the process of registering the De Berg Nature Reserve, which incorporates portions of the off-areas and the Davel Nature Reserves. We recognise the importance of ecological corridors, so land acquisitions by the Buttonshope Conservation Trust in 2021 focussed on land connecting the De Berg and Verloren Vallei Nature Reserves. We will continue to expand land under the control of the Buttonshope Conservation Trust giving special attention to conservation corridors between involving members of the local community, the trust also aims to raise environmental awareness through education and training programmes, restore land to near-pristine condition, which includes the removing of alien species, as well as the establishing of sustainable development projects.

Governance and management of the Buttonshope Conservancy Trust

The Buttonshope Conservancy Trust Board of Trustees includes representatives from Northam and MTPA, as well as academics and independent experts. The original Trust agreement was developed on a multi-stakeholder basis and commits to highvalue biodiversity management and the expansion of land under management control in line with the MTPA's long-term goals. The Trust's funding is guaranteed by Booyseendal mine and the funding model is refined periodically. Booyseendal's current annual contributions are R1 million per annum (2016: R400 000, with annual escalation).

Our environment > Biodiversity and land management

Booyseendal Conservation and The Buttonshope Conservancy Trust



Northam acquires 100% of Booyseendal

2008



Buttonshope Conservancy Trust registered

2011



The first contribution to the Buttonshope Conservancy Trust (R10 million)

2012



Northam acquires Everest (Booyseendal South)

2015



960 ha of land under the custodianship of the Buttonshope Conservancy Trust

Off-set: 960 ha

2015



Booyseendal donates 960 ha Portion 1 of the Farm Buttonshope 51 to the Trust (previously under control of the Trust)

2019



Booyseendal donates R16.7 million to the Trust to acquire more land for biodiversity offset

2019



Independent Land Manager appointed – responsible for Booyseendal land management and conservation, including the Trust

2018



Booyseendal South expansion project – Environmental authorisation includes biodiversity offset requirement

2018



Trust acquires 257 ha of additional conservation land

Off-set: 1 217 ha

2017



Funding model makes provision for an annual contribution of R400 000 with escalation

2016



Biodiversity offset agreement completed with Mpumalanga Tourism and Parks Agency

2020



The Trust acquires an additional 1 950 ha (Portion 3 of Sterkfontein 52 JT, remaining extent and portion 2 of the De Berg 71 JT and Triangle 72 JT)

Off-set: 3 168 ha

2020



Trust Acquires an additional 171 ha of land for conservation (portion 6 of Goedehoop 79JT)

Off-set: 3 339^{LA} ha

2022



Change in funding model. Annual contribution increased to R1million with escalation

2022



8 540^{LA} ha of land under management of independent Land Manager of which 3 339^{LA} ha is formally protected and the remaining 5 201^{LA} ha regarded as unproclaimed conservation

2022

Our environment > Biodiversity and land management

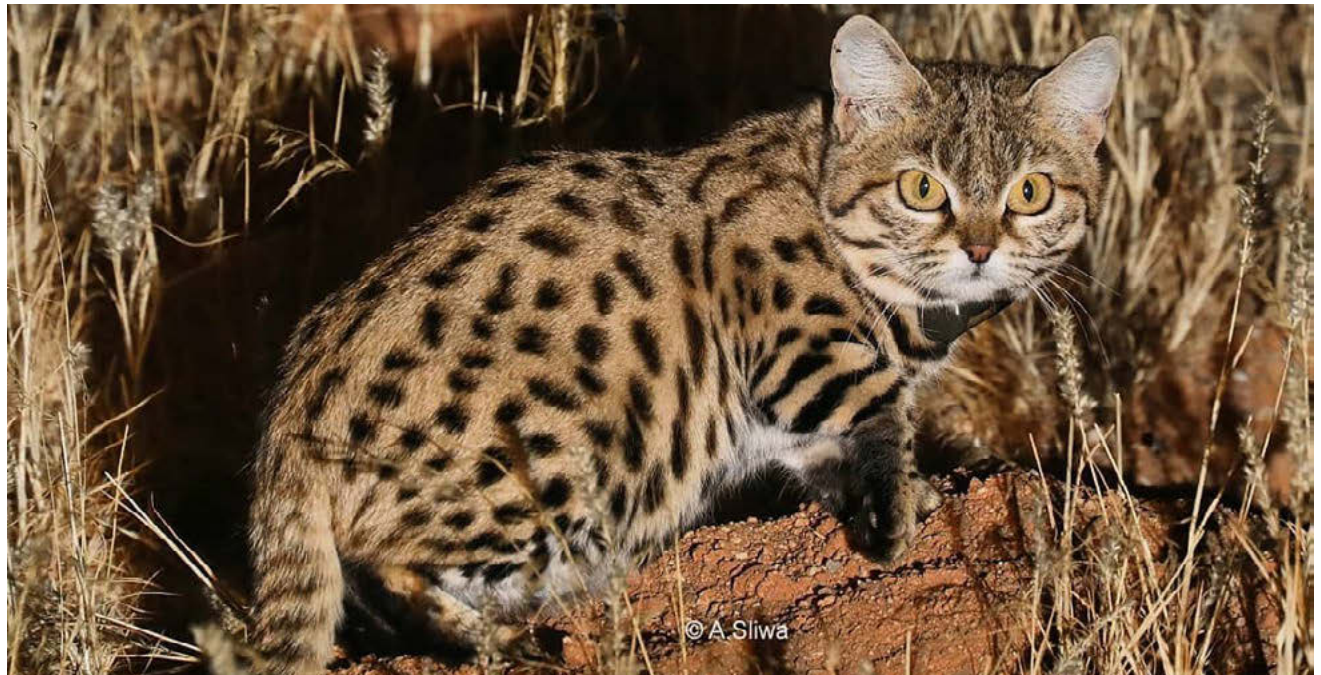
Positive impacts revealed

An indication that positive impacts are happening at Booysendal is the identification of rare, protected or endangered species in the areas managed for biodiversity improvement.

Black-footed cat (*Felis nigripes*): the smallest wild cat in Africa, nocturnal and mainly solitary, was spotted on the De Berg reserve for the first time in September 2021. Its conservation status is threatened and vulnerable. The creation of the corridor between De Berg and Verloren Vallei will help to improve its habitat and strengthen its population.

Stubby Rootfig (*Khadia alticola*): a rare succulent plant has been observed on the De Berg reserve.

The once thought to be extinct Pycna Sylvia Cicada (*Dyticopycna sylvia*) is found throughout the Groot and Klein Dwars River valleys, and the Booysendal area and has a status of conservation concern. The biodiversity management plan's focus is to improve its habitat, notably the species main food plant. Its conservation status is vulnerable.

Stubby Rootfig (*Khadia alticola*)Pycna Sylvia Cicada (*Dyticopycna sylvia*)

Instagram: @blackfootedcat.life

Our environment > Biodiversity and land management

Biodiversity management

Booyssendal's biodiversity actions are defined in an approved environmental management plan compiled by independent specialists. Environmental action and initiatives are the responsibility of the mining executive supported by the operational committee. Compliance and progress are monitored and reported by the environmental department with oversight from the sustainability executive. Compliance is assessed regularly by independent auditors.

Booyssendal's dedicated land management team, headed by a professional land manager, carries out the day-to-day duties of the Buttonshope Conservancy Trust and unproclaimed conservation areas. While this department manages Booyssendal's offset and other conservation areas, arrangements are in place to ensure independence from the operational issues. The land manager reports directly to the sustainability executive.

Biodiversity management plans

A recent study of the land managed by Booyssendal and the Buttonshope Conservancy Trust was completed in December 2021. The study involved in depth surveys to collect additional data to re-establish a biodiversity baseline and was commissioned in line with the National Environmental Management: Biodiversity Act 10 of 2004. It will be used as a reliable and credible baseline for managing and conserving biodiversity as part of the wider discipline of sustainable land use planning.

The findings and baseline management plan show that there are high-value biodiversity assets in the study area and that they are interconnected. Detailed assessments allowed the study area to be divided into biodiversity management units (BMUs) that require individualised management approaches.

Alien vegetation eradication

Over the past ten years we have covered 70 ha of land in our alien vegetation eradication programme at Booyssendal. In F2022 covered an area of 26.1 ha.

Land use (hectares)

	2022	2021	2020	2019	2018	2017
Land disturbed by mining-related activities	2 076 ^{1A}	3 014	3 011	2 507	1 118	1 118
Land leased to third parties ¹	5 360 ^{1A}					
Land protected for conservation ²	3 339 ^{1A}	4 054	4 054	2 104	3 514	3 514
Land under unproclaimed conservation ³	5 201 ^{1A}					
Other ⁴	6 391	9 083	9 086	7 546	8 318	10 665
Total land under management ⁵	22 368 ^{1A}	18 332	18 332	14 338	14 391	15 570

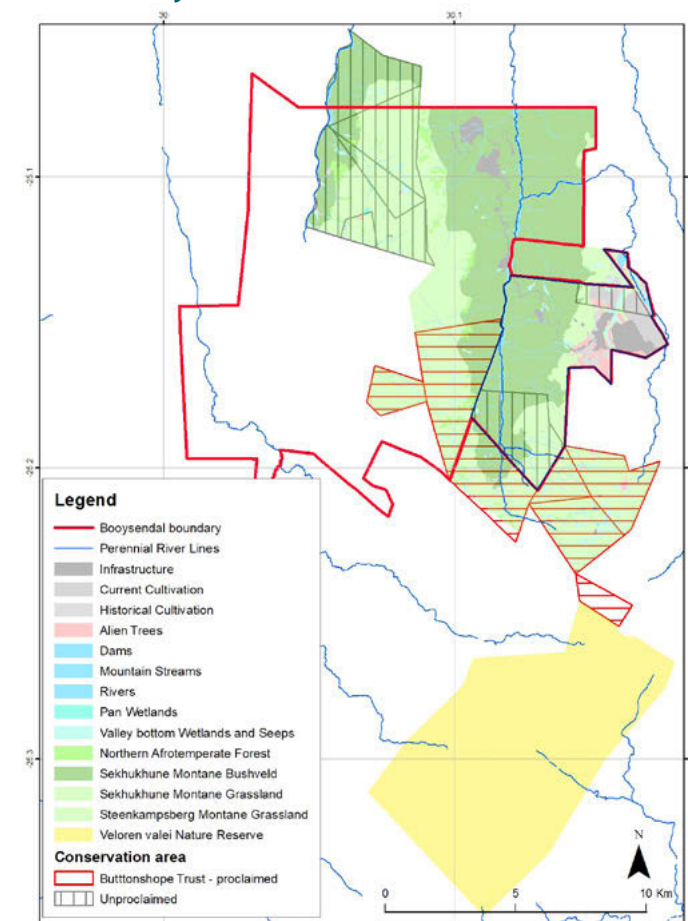
During 2022, we reviewed our definitions of land use. The following material differences are noted:

- ¹ New definition. Incorporates all land leased to third parties. Previously only included land leased to third parties for farming purposes
- ² Revised definition. Now includes only land which are or will be legally protected for conservation purposes. Previous reporting included game farms
- ³ New definition. Includes land which is managed independently from the mining operations with the specific purpose of conserving biodiversity and maintaining ecosystem health and services
- ⁴ Revised. Previously reconciled other land with total land owned. From 2022 reconciled against total land owned/leased/occupied
- ⁵ Revised definition: Land under management previously only included land owned. Definition now incorporates land owned, leased from third parties and occupied.

Looking ahead

We will focus on the conclusion of the registration of the De Berg Nature Reserve and the requisition of additional off-set target properties in line with our biodiversity off-set strategy.

We are aiming to cover an additional 40 ha over the next five years as part of our alien vegetation eradication programme.

BMU's – Study area

Our environment > Biodiversity and land management

Rehabilitation and closure

The closure of mining operations may have potential impacts on the workforce, the wider community, the local economy and the environment.

Closure may take place gradually or suddenly; it may involve residual operations being left in place, or it may mean a complete withdrawal.

Such potential risks and impacts are accounted for in the planning, design and construction phases of our operations in order that we can calculate rehabilitation, closure and post closure liabilities as accurately as possible.

All of our wholly-owned operating mines have established closure objectives as part of their approved environmental management plans.

Each year, we reassess our closure liabilities and financial planning to cover rehabilitation and decommissioning costs. This is done in line each site's environmental management plan and in compliance with the Mineral and Petroleum Resources Development Act no 28 of 2002 (MPRDA) and the National Environmental Management Act No. 107 of 1998 (NEMA). For all Northam sites, end-of-life closure is fully accounted for in terms of cost and of impact management, including as biodiversity rehabilitation planning.

In addition an independent third-party specialist assesses our liability using commercial rates, which are significantly higher and therefore more realistic, than those published by the Department of Mineral Resources and Energy (DMRE). This commercial liability is used for financial accounting purposes.

In terms of the South African legislation, we are required to align our financial provision with the liability determined using the DMRE rates as detailed in this report.

Current rehabilitation

We are currently rehabilitating land following the closure of certain zones of our surface mining operation at Eland. Early post-closure management of this type minimises our environmental impact and helps limit our overall rehabilitation liability in future.

Funding future rehabilitation

Northam's total closure and rehabilitation liability is R829 million (F2021: R695 million). The total financial guarantees for environmental rehabilitation for the group is R876 million (F2021: R845 million). Northam has R143 million available in funds held in the Northam Platinum Restoration Trust Fund for future rehabilitation costs (F2021: R136 million). The Northam Platinum Restoration Trust Fund covers the remaining life of our operations.

Additional measures include insurance, guarantees or other financial products approved by DMRE. We use guarantees to make up for any costs not currently covered by investments held through the Trust Fund.

Our closure provisions are assessed with reference to changing regulations, such as the changes to the NEMA Financial Provisioning Regulations in 2015 and 2021.

Looking ahead

Based on the 2021 Draft Financial Provision Regulations, which we expect will be promulgated shortly, we will be required to determine the financial provision for all of the our operations, using the calculation methodology of the 2021 Regulations. In addition we will need to submit Annual Rehabilitation Plans, Closure Plans and Environmental Risk Assessment Reports. The development of the latter two documents will be a key focus for each of our operations F2023 and F2024.

Closure and rehabilitation liabilities and provisions on 30 June 2022 (R'000)

	Closure Liability			Financial provision ¹
	Commercial rates based	DMRE rates based	Guarantee	Northam Platinum Restoration Trust Fund
Zondereinde	R317 572	R269 079	R225 187	R71 293
Eland	R707 599	R297 342	R260 240	–
Booyseendal	R397 127	R262 219	R247 975	R71 293
Group total	R1 422 298	R828 640	R733 402	R142 586

¹ For further information, please refer to Northam's annual financial statements Note 28 for a comparison of the DMRE Closure Quantum liability and the Commercial liability.

Our environment

Responsible resource use and waste management

The responsible use of materials helps to minimise negative impacts on the natural environment and to minimise the generation of waste.

Resource use

Northam uses and processes a variety of bulk materials including mined and processed rock, liquid fuels, coal, grease, steel, timber, as well as lubricating and hydraulic oils. We recycle materials such as plastics, rubber, timber and scrap metal. We engage with suppliers to find recycled alternatives where possible.

New Responsible Sourcing Standard

In F2022, we started developing a standard for all our suppliers to ensure that we achieve our business objectives while contributing towards sustainable development across our value chain. It defines a set of principles and requirements to which our suppliers and service providers are expected to adhere. Implementation will begin in F2023 starting with our highest risk suppliers.

For more information on procurement and our new responsible sourcing standard, see page 91.

Resource consumption

	2022	2021	2020	2019	2018
Rock mined (1000t)	7 940	8 408	5 132	5 268	4 975
Ore milled (1000t)	8 726	8 145	5 752	4 892	4 602
Total water use (1000m ³)	38 142	39 079	33 900	34 000	32 338
Energy from purchased electricity (MWh)	1 278 261 ^{1A}	1 184 298	1 031 549	971 036	891 446
Timber use (bulk support) (m ³)	2 585	3 000	2 587	2 505	2 189
Oxygen (tonnes)	3 384	3 659	3 449	3 455	2 831
Sulphuric acid (tonnes)	795	678	672	688	758
Sulphur dioxide (tonnes)	162	139	123	140	94
Lubricating and hydraulics oil (000 litres)	4 798	3 237	2 099	1 614	1 491
Diesel (000 litres)	9 301	8 605	6 920	4 974	3 795
Petrol (000 litres)	85	85	92	99	101
Coal (tonnes)	12 482	13 781	14 677	12 085	12 128
Jet A-1 fuel (000 litres)	69	56	42	46	42

Our environment > Waste management

Waste management

All waste recovery, storage, handling, classification, treatment, transportation and disposal are conducted in compliance with relevant waste regulations. Easy-access, colour-coded bins at each site support recovery and recycling of materials. Final disposal by landfill or incineration (without energy recovery) is considered the last and least preferred option. Our operations report into the South African Waste Information System (SAWIS).

At Zondereinde, we have a licenced landfill on site although it has almost reached capacity. We will investigate and identify alternative waste disposal options in F2023. General waste from Eland and Booyensdal is transported to licenced off-site landfill facilities and we have contracts for the safe transport and disposal of hazardous waste at appropriately licensed facilities.

At Eland mine, an upgrade of the waste and salvage facility has commenced and is due for completion in F2023.

Due to the nature of our geology, mining and metallurgical processes, acid mine drainage, mercury and cyanide management is not relevant to our operations. Through our waste management system, we do address mercury containing waste which is found in our used fluorescent light tubes.

Mineral waste management

Mineral residues, including tailings and waste rock, are considered a business risk by Northam and require rigorous levels of control and management to avoid negative environmental and social impacts, which can become significant very rapidly.

We manage our mineral residue facilities and associated water systems in line with best practices and apply rigorous technical controls to prevent failures of our tailings facilities. Northam manages four active tailings storage facilities (TSFs); two at Booyensdal, and one each at Eland and Zondereinde.

Our approach is risk-based and is embedded in our code of practice and standard operating procedures (SOPs).

Managing our tailings storage facilities

Despite adopting a best practices approach, the nature and scale of our TSFs poses a variety of risks with the potential to cause serious harm to third parties and the natural environment within a 'zone of influence'. These risks are assessed on a frequent basis through the life of the facility, including post-closure.

In South Africa, mineral residue facilities are regulated by law, with particular reference to the Guideline for the Compilation of a Mandatory Code of Practice on Mine Residue Deposits. This makes the implementation of the South African National Standards (SANS) 10286 Code of Practice for Mine Residue Deposits compulsory.

We apply four tiers of oversight in how we manage our tailings facilities:

- The operator, under the control of operational legal appointees, is responsible for the day-to-day operational activities
- Engineer of Record (EOR) provides continuous support from initial design to construction and monitoring
- Third-party auditors undertake assessments once a year, reviewing structural stability, conformance to design, capacity evaluation and operational excellence in line with specific criteria
- Independent specialists undertake annual reviews to determine whether the facilities are fit for purpose, compliant with legal standards and international good practice, safe and presents minimal risk to local communities and the environment.

Waste (tonnes)		Zondereinde	Eland	Booyensdal	Group total
General waste to disposal		4 084	1 282	679	6 045
Hazardous waste to disposal		113	680	142	935
Medical waste		5	6	–	11
Total waste generated		4 203	1 969	821	6 992
Waste diverted from disposal	Timber recycled	1 027	89	3.1	1 119
	Steel & scrap metal recycled	3 696	664	–	4 360
	Industrial waste recycled	3 230	–	–	3 230
	Plastic recycled	134	–	–	134
	Rubber recycled	293	16	–	309
Tailings	Disposed onto TSF	1 145 365	5 150 131	1 250 786	7 546 282
	Used for backfill	646 015	–	–	646 015

Due to the nature of our geology, mining and metallurgical processes, acid mine drainage, mercury and cyanide management is not relevant to our operations. Through our waste management system, we do address mercury containing waste which is found in our used fluorescent light tubes.

Our environment > Waste management

Third-party and independent audit reports are submitted to the executive committee and the health, safety and environmental board sub-committee. The board receives an annual update.

Design and risk profile of our tailings storage facilities

All Northam's tailings facilities have been constructed using the upstream method, with the exception of Eland, which uses a waste rock impoundment. Upstream tailings facilities are considered to be an appropriate design for facilities in dry and seismically stable regions with flat topography.

Our current facilities are designed to match the operational life of the mine, including closure phases. The geology of our sites means many of our operations are not at risk of acid rock drainage or acid-generating compounds.

At Northam, we are confident of the integrity and quality of our tailings management but, for continuous improvement, we ensure our internal standards align with emerging international standards for continued upstream operations. Following our review of the new Global Industry Standard on Tailings Management (GISTM)² in FY2021 we have identified improvements in areas such as independent review processes, quality criteria and local community engagement.

² In 2020, the International Council on Mining and Metals (ICMM), the United Nations Environment Programme (UNEP), and the Principles for Responsible Investment (PRI) launched the GISTM on best practices for voluntary implementation.



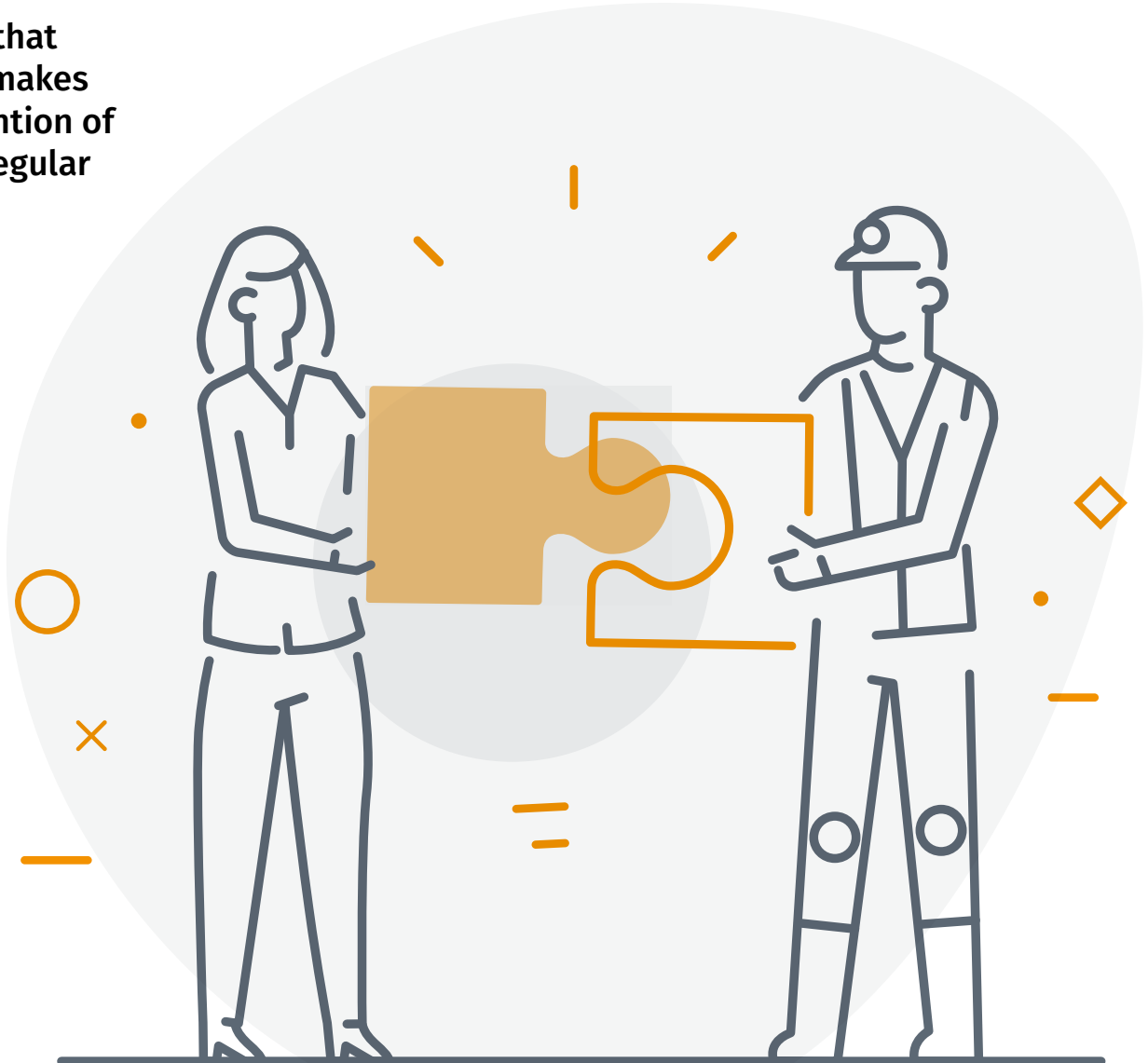
Our people

Our people are our greatest asset. We recognise that people have diverse skill sets and talents which makes them unique. We support the attraction and retention of our employees with their development through regular and specific learning intervention.

By doing this we aim to equip them with the necessary knowledge and skills in an environment that is safe and free from discrimination, to not just perform in their current role, but also prepare them for future career opportunities.

When we bring together individual skills and positive and productive perspectives, we create exceptional teams who bring positive, productive solutions that benefit Northam's business strategy. Employees benefit from the development opportunities while the business is strengthened at the same time. These essential elements helps us become an 'employer of choice'.

- ➔ See Our people strategy on page 63
- ➔ See Learning and development on page 68
- ➔ See Diversity and inclusion on page 72



Our people

Our people strategy

It is predominantly our employees who achieve our strategy and our operational goals, and they tell us they want to see how their work contributes to Northam's success, and how we put into practice the attributes at the heart of our people strategy.

➔ Our People Strategy

At Northam, we believe that **CAPABLE** people from various backgrounds thinking in **DIVERSE** ways will generate a **CONFIDENT** workforce overall, one that is vital to our strategic objectives. Achieving these characteristics is the basis of our people strategy.

➔ Learning and development

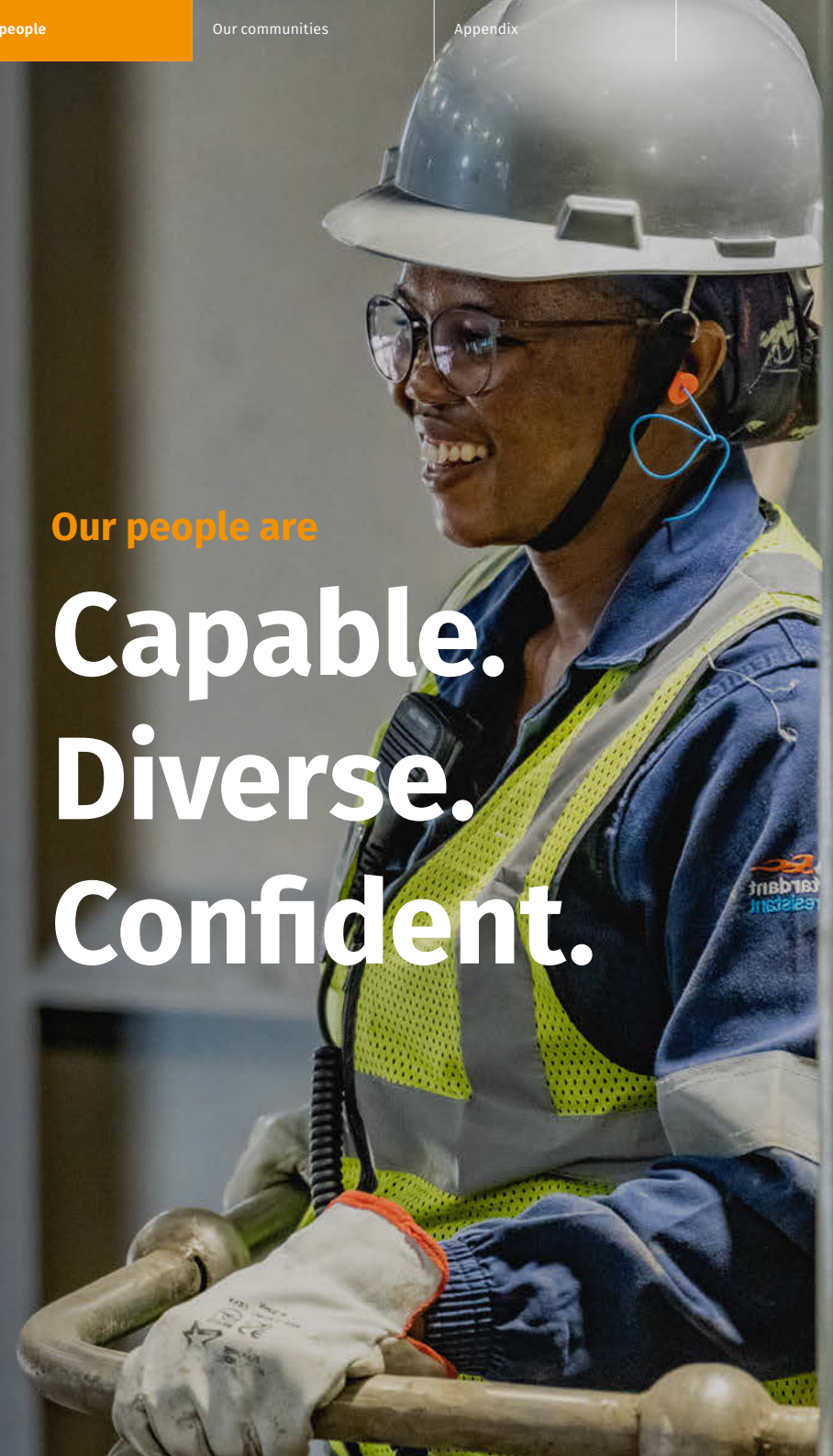
We aim to provide employees with the **right skills** and **resources** for them to perform consistently at their best while at Northam, and for future employability.

➔ Diversity and inclusion

A positive work environment is one that **values** the people we recruit for their **abilities** and contributions regardless of any other attributes. We recognise the benefits of diverse perspectives from people with different backgrounds, and how such benefits can only be amplified by a clear commitment and processes against all forms of discrimination.

Our people are

Capable.
Diverse.
Confident.



Our people > Our people strategy

Progress against our objectives

Our Human Resources focus has shifted from addressing legacy issues and the re-enforcement of basics to HR excellence that will enable us to render a superior service to develop, attract and retain a capable, diverse and confident workforce.

Human resources excellence

We aim to deliver excellence in human resources management. We apply the concept of continuous improvement to do this, accompanied by better technology and enhanced reporting underpinned by stronger collaboration across operations.

Progress F2022:

Our core human resources administration system, as well as our policies, rules, guidelines and processes, are being rapidly enhanced. This will allow greater control, access and reporting of vital data on qualifications, skills, labour conditions, attendance and turnover, for example.

Attracting and retaining talent

Our business relies on attracting and retaining the right employees with the right skills. An ongoing assessment by our Audit & Risk Committee supports our renewed focus on better processes with the aim to expand our reach and grow the pool of talent available to us. Pay and benefits are vital to achieve this, coupled with a focus on succession plans for historically disadvantaged persons (HDPs), including female colleagues.

Progress F2022:

Improved recruitment practices across all operations, alongside consistently higher-profile advertisements, better use of digital recruitment platforms and a new Northam Careers website.

Prepared the roll-out of more automated recruitment processes, to be more efficient and to improve the experience for job applicants.

Technology-enabled learning

Northam's Learning and Development is paving the way by utilising the NPLMS (Northam Platinum Learner Management System), a customised, technology driven system that enables the end-to-end digitisation of learning and development processes. It also supports a blended learning strategy adopted by Northam across all mining operations.

Progress F2022:

Delivered additional and more sophisticated parts of our learning and development system such as training applications, virtual learning resources, digital assessment tools and more interactive modules.

Our people > Our people strategy

Who we are – Northam workforce profile

Of the more than 11 000 direct, sustainable jobs created over the past eight years, some 3 000 of these were created in the past year.

In line with others in our industry, we benefit from both permanent and contractor employees. In F2022 our workforce comprised 58% permanent employees and 42% contractor employees.

12 320

Total permanent employees in F2022

8 832

Total contractors in F2022

21 152^{LA}

Total workforce in F2022

2 864

Direct, new meaningful sustainable jobs created in F2022

11 096

Direct, new meaningful sustainable jobs created since 2015

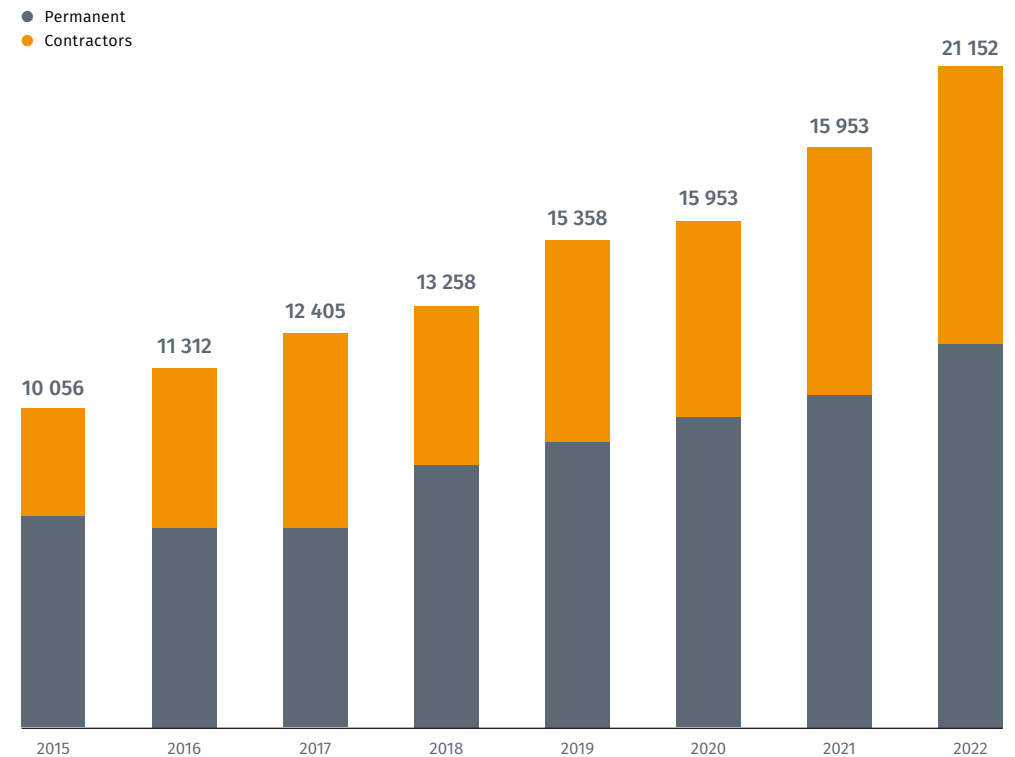
R5.8 bn

Total wage bill F2022

Since the start of our growth strategy in F2015 our workforce has grown by 53%.

Total workforce

Total number of permanent and contractor employees



Our people > Our people strategy

Growing, but also evolving

Northam Platinum is a labour-intensive business that creates new jobs at scale. But, just because we are growing rapidly does not mean foregoing employee learning and development. As we grow we also evolve. We are employing a range of skills, trades and professions – many of which are inherently transforming – across our Zondereinde, Booyssendal and Eland operations.

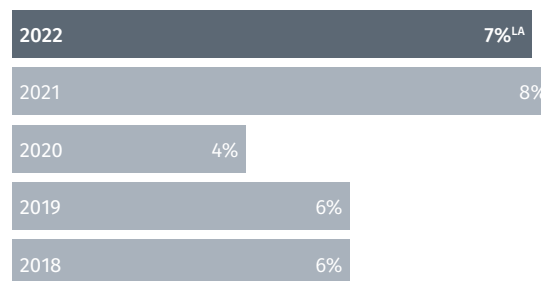
Over the next five years, our approved growth strategy to increase production will see us employing approximately 1 300 new people. As we do this, we will be adapting our recruitment approach in line with the forecast growth. This embraces technology, engagement with educators, harnessing existing colleagues' skills and seeking diverse talent in a wider workforce pool.

We continue to prioritise recruiting people from our local communities. This creates a positive impact on the livelihoods of employees, their families, and on the wider socio-economic environment.

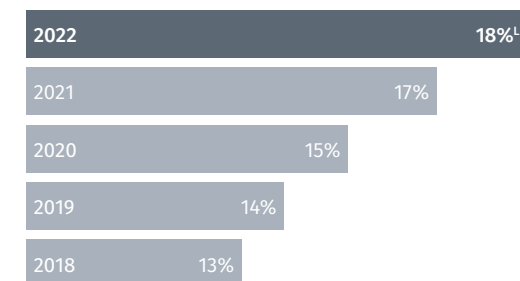
As we grow we ensure a core focus on internal recruitment and succession. We develop and harness the critical skills we need from inside Northam but we also recognise the extensive opportunities from expanding the talent pool: female engineers, for example, represent a commendable addition to the pool.

➔ See more on learnerships, bursaries, female case histories, and other investments on page 69, and in previous reports.

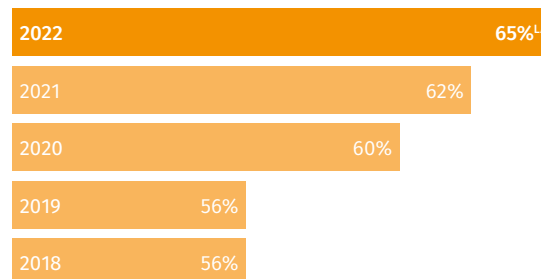
Turnover rate



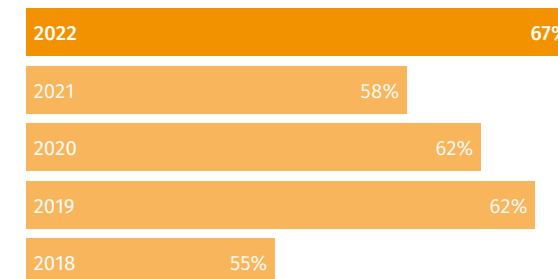
Women at mining



HDP in management



HDP at board level



Our people > Our people strategy

How we attract and retain employees

In line with South African legislation, Northam's employment practices and policies are fair and equitable while maximising employment opportunities for all. Our code of ethics and conduct obliges us to enforce the regulations with zero tolerance for any breaches, and our fraud hotline is available to alert risk of breach (0800 15 25 39).

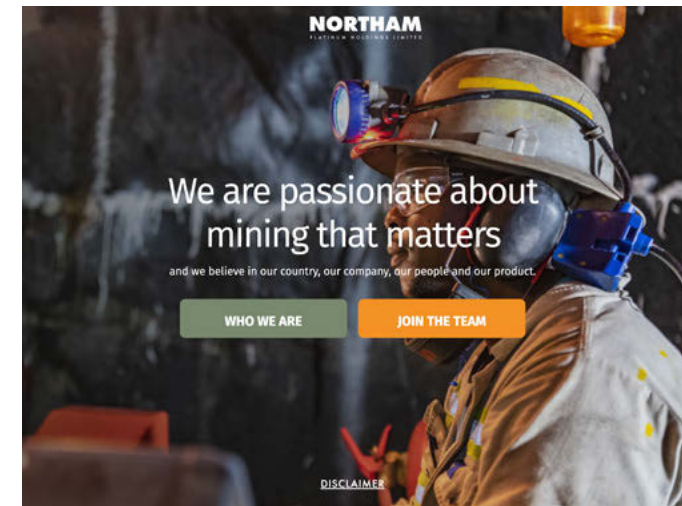
See <https://www.northam.co.za/governance/policies-and-procedures> for more information.

Managing a blended workforce can be demanding in a challenging economy where employee and contractor management can present risks. Robust workforce management ensures both parties fully meet their contractual obligations to deliver the agreed objectives under contract.

In accordance with legislation, we ensure employees experience fair terms and conditions, for example, restrictions on working more than 45 hours per week. Work schedules are agreed according to operational needs and in consultation with relevant stakeholders.

As per our employee value proposition, we ensure fair remuneration to those who deliver the agreed performance, and we provide a combination of basic salary and relevant benefits. We reward equitably for work delivered under contract. We also recognise and reward employees for their contributions to a positive workplace culture or better morale. This in turn fosters employee satisfaction, both with their jobs and the working environment.

As a result of the growth in our workforce, Northam's wage bill has grown to 5.8 billion in F2022, an increase of 26% since F2021 (R4.6 billion), and 65% since 2015 (R1.6 billion).



Outlook

Attraction and retention are at the heart of excellent human resources approaches. As we move into F2023 this will intensify: it is core to achieving our strategy. Upskilling and development of our colleagues are central to the programme of work.

Our approach is dynamic and evolves with the ever-changing needs of employees. Whilst this may present challenges, we respond carefully to such pressures as part of securing our employee value proposition and attracting top talent.

This year, we have focused on expanding our reach and providing as many job opportunities as possible through digital innovation. This provides Northam access to a larger talent pool to find the right skills and hire employees that fit in with our purpose and culture.

South African legislation and regulation relevant to our operations

Basic Conditions of Employment Act, No 75 of 1997

Labour Relations Act, No 66 of 1995

Skills Development Act, No 97 of 1998

Skills Development Levies Act, No 9 of 1999

Employment equity Act, No 55 of 1998

Mine Health and Safety Act, No 29 of 1996

Minerals Petroleum Resources Development Act, No 28 of 2002

Mines Health and Safety Act No. 29 of 1996

The Mining Charter

Recognition and collective agreements

International Labour Organisation (ILO)

Constitution of the Republic of South Africa

Our people

Learning and development

Our projected expansion to 2027 is substantial. This requires developing and retaining internal talent, and attracting and recruiting appropriately externally. We need to do this while adapting to new ways of working, responding to emerging employee aspirations and overcoming skills shortages in the South African mining sector.

Developing employees' skills will help insulate Northam from skills shortages to a certain extent, but we need to be systematic in our approach. Learning programmes must meet employee expectations as they evolve, in managerial areas such as leadership, collaboration, or communications skills, for example. As we learn more about social expectations of topics such as mental health, we can update our approach and provide training to ensure we achieve benefits.

Accompanying the expansion, we have a clear commitment to invest in employee development across core skills as well as management competencies. In F2022, the group invested R142^{1A} million on learning and development interventions for employees as well as the community.

Our people > Learning and development

Learning programmes during 2021-22

Leadership development

Our leadership development roadmap provides the essential skills required by senior management to be successful. Leadership development is offered at various managerial levels.

At supervisory level F2022, 92 employees received training (F2021: 109) while an additional 172 enrolled in other leadership development programmes (F2021: 72). Certain training included mentorship and coaching.

I want to get more experience, work hard and make sure the company's equipment is protected

Grace Mashaba
Engineering trainee, Booysendal

Internships

Our internship programme offers graduates a structured work experience related to the individual's field of study: during F2022 we offered 94 internships (2021: 66). We also offered 32 vacation students work experience which helps them obtain their Diplomas or Degrees (F2021: 9).

I can't wait to put my new skills to the test

Petrus Phetla
Milling trainee, Booysendal

27% Offered a permanent position in 2022

Bursary programme

On completion of bursary programmes, graduates can apply for an internship. This year Northam offered a wider range of bursaries to address the educational needs of students. The combination included four programmes funded through different schemes. In F2022, 68 bursaries were awarded to full time employees (F2021: 56). External bursaries aligned with our Social and Labour Plans were offered to 64 bursars from local communities.

Other bursaries were funded by trusts including the Northam Employee Trust, which funded 98 children, and the community trust which supported 24 community members (Y2021:15)

254 Bursaries offered to employees and local communities

Learnership programmes

A learnership is a structured learning program for gaining theoretical knowledge and practical skills in the workplace leading to a registered qualification. We offer learnerships directly related to an occupation or area of work within the organization. A learnership is outcomes-based rather than time-based which allows for recognition of prior learning. In total, Northam offered 175 Learnerships during F2022 (F2021:91).

21 Completed their learnerships

Cadetship programme

Our cadetship program ranges between four to six months. This development program is offered to unemployed youths, to help them acquire the skills necessary to work in the mining sector in entry-level positions. In F2022, 236 (F2021: 269) cadets were trained in aspects of mining and mineral processing. This year a total of 89 cadetships were offered to females.

236 Cadetships offered in 2022

Adult education and training programme

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

Employees completing the programme receive a nationally-recognised statement of results. In FY2022 208 employees (FY2021: 76) and 157 community members received AET training.

208 Employees received AET training

Our people > Learning and development

Talent pipelines

At Northam we strongly believe in building a capable workforce and one of the elements that enable a capable workforce is deliberate investment into our talent pipelines.

We aim to develop our people, and those in our communities so that our people can contribute meaningfully to the economy and further their careers. Investment into our talent pipeline is done through various Learning and Development mechanisms such as educational support, skills development training and bursaries. Recently, two of our metallurgical bursars, Candice Little and Denham Lailvaux, had the opportunity to engage in vacation work at our Eland and Zondereinde operations. This practical component to their bursaries allows them to experience the real-world aspects of being a chemical engineer within the metallurgy field.

Exposure to the business

Their experience has been a rewarding one. Their exposure to various aspects of the mining value chain has given them perspective on how the entire organisation comes together to achieve Northam's goals and objectives. Their operational visits made a significant impact on their understanding of the business. They both believe that this hands-on experiential exposure will benefit their studies in the future.

Next generation of chemical engineers

They believe that having access to these bursaries not only gives them an opportunity to practically engage with their chosen field of expertise, but it also provides them with a look into their futures. They have worked with a wide variety of people in the metallurgy field, and they are excited about what their futures have to offer. Candice mentioned that she would love to be involved in extending the reach of our bursary programme one day, as she believes in giving back and building the next generation of chemical engineers. When asked about their love for

mining, they both mentioned a clear desire to add to the industry, changing old ways of doing things, and growing as much as possible within a very dynamic mining industry. They believe in bringing passion, enthusiasm, and an openness to the workplace, with Candice mentioning that her experience at Northam made her think differently about the world of work. She recounts that at Northam "people don't see you as a salary to pay but as a family – it gives you a sense of belonging and makes work fun and exciting".

Understanding of the working world

With their vacation work coming to an end, they believe that they will return to university with a better understanding and expectation of the working world, and they will be able to enrich their studies with the experience gained at Northam Platinum.

At Northam, people don't see you as a salary to pay but as a family – it gives you a sense of belonging and makes work fun and exciting



Our people > Learning and development

Future-proofing how we manage

Investing on education also extends to mine line management and executive leadership. In line with our vision to be a long-life, major producer of platinum group metals, Zondereinde mine has an ‘accelerated programme’ to achieve pre-Covid production levels and improve organisational effectiveness.

Launched in February 2022, and supported by a specialist advisor, the programme focuses on:

- **Senior leadership** and critical drivers of high performance: mine managers working together to ensure a common approach to communication and collaboration for effective decision-making. Both mine shafts ensured perfect sharing of key daily information on the true state of the operations. The intention is to create a more unified management, safer operations, increased awareness, empowered line management and support functions all leading to better decisions, faster removal of bottlenecks and improved process efficiency.
- **Improvement initiatives** that rapidly overcome operational challenges: Managers and supervisors from various functions came together to identify, and work to overcome, critical and significant barriers to performance of mining crews. Using the bespoke frontline leader coaching programme OIM Consulting, line management found new ways to enhance crew performance, mining efficiencies and safe production.
- **Frontline manager capability** for future growth: Frontline leaders have the power to direct the appropriate behaviours in a structured work approach.

This means:

- identifying the needs of each individual digital appraisal, tool and a tailored development plan;
- specialist training on a *Safety Mindset, Structured Work Management, and OIM's Coaching to Performance™* approach;
- three months of intensive, one-on-one practical coaching to deploy and maintain the principles and practices learned.

Our analysis shows that the desired result was achieved: Zondereinde operations returned to pre-Covid performance levels within three months, safety performance improved, and a detectable shift in culture to embrace higher levels of sustained operational performance.

Outlook

We recognise the challenges of skills shortages and the accessibility of learning and development interventions. We continue to explore new ways of delivering training by reassessing the content of our existing learning and development initiatives and incorporating various metrics to measure effectiveness. Further, we aim for a learning culture where employees feel enabled and encouraged to complete self-directed learning.

Consequently we are working on the specialist solutions, effective partnerships and the expansion across the company of the best learning experience for our employees. Core to this will be digital learning trials and options implemented in phases in F2023.

Our people

Diversity and inclusion

We view diversity and inclusion as fundamental elements of business growth. We recognise that black empowerment legislation creates an environment which enables economic development with due regard for respecting and protecting human rights.

A diverse workforce, composed of highly engaged and capable workers¹, brings a diverse set of perspectives and talents. We view diversity in its widest sense, a concept that is always working in line with our Smart Platinum Mining ethos, and with our Zero Harm commitment, for instance. In this sense, Northam harnesses diversity as a means to achieving business excellence. Being inclusive leads to many forms of diversity for the company and each individual. Each person brings a multitude of attributes, such as diversity of thinking, cultural beliefs, ways of working, approaches to problem-solving, or personal interaction. Our people strategy includes processes to maximise inclusion during recruitment, for example, and seek the best people to join in the successes at Northam.

We believe this is part of our social contract, whereby Northam and its partners – in managing ‘human resources’ carefully – benefit from healthy employees, fair employment conditions, an absence of discrimination and community goodwill.

¹ A person that performs work; includes but is not limited to employees. Note: can include interns, apprentices, self-employed persons, and persons working for organizations other than Northam, e.g., for suppliers.

Our people >

Diversity and inclusion

In 2022 we continued to have open conversations about diversity and inclusion, and continued with training that promotes equality, avoids unintended biases, tackles all forms of discrimination and fosters good relationships between diverse groups of people. We also maintained internal communication campaigns on zero tolerance of harassment and gender-based violence.

In September 2021, Northam once again celebrated Heritage Day to recognise the importance of values and culture.

We have doubled women in our workforce / Women at mining

At Northam, women occupy jobs from mine to executive.

We have increased female representation from 8% in F2016 to 18% in F2022. Our female leaders, consisting of 123 (15%) highly-skilled individuals, possess unique leadership qualities that are critical to the achievement of Northam's growth strategy.

Northam's current permanent workforce consists of 12 320 employees, 2 226 of which are permanent female employees (F2021: 1 752), representing 18%^{LA} of our workforce (F2021: 16.7%). Our growth strategy provided an additional 503 jobs (F2021: 309) for women, accounting for 22% of total hires.

We have targets to increase the total number of female employees at all levels of management. We expect an additional 550 female employees to be integrated into our workforce within the next five years. Our overall target for women in our workforce at all levels is 20% by 2025.

Entry-level training for women in mining

Our learning and development initiatives encourage women to join the industry and stay here.

In F2022, women were promoted to positions at most management grades across a variety of functions at Northam.

We provided 128 bursaries, 46 internships, 59 learnerships and 89 cadetships; these are learning and development opportunities specifically for women.

These skills development programmes are offered to existing female employees to support their career development and provide opportunities to progress their careers within Northam and move up to managerial level.

➔ See our case study example, Nombi Mawela on page 75.

We also offer learning and development to women in our local communities to build a source of female talent to recruit from. In F2022, we awarded 38% of cadetship opportunities to women living within our local communities.

Leadership training for women in mining

Focused leadership development training was offered to 19 women in F2022, including frontline leader coaching/training programme and values & leadership workshop training for junior managers, middle managers, and senior managers.

➔ See outlook on page 78



Women at mining F2022

Female participation by percentage

Bursaries

50%

F2021: 21%

Engineering

34%

F2021: 23%

Internships

49%

F2021: 42%

Integrated training

45%

F2021: 44%

Cadetship

38%

F2021: 33%

Our people > Diversity and inclusion

Against violence and harassment

All forms of behaviour found in society at large will percolate into the workplace, much of it is good and caring. But some, unintentionally or otherwise, can be distressing and unwelcome. At Northam we encourage all to look out for signals of discomfort or anxiety in any colleague. Everybody is required to report when a colleague's safety is threatened. We do not tolerate intimidation, nobody must be afraid to come to work, the feelings of your colleagues must be respected: if it feels uncomfortable, it is.

We support Women in Mining at Northam

The Minerals Council of South Africa (MCSA), has developed a White Paper which serves as a guideline document in recognizing that women in mining is situated within the wider context of gender mainstreaming and diversity management, which includes the LGBTQI+ forms of gender identification. To advance the purpose and activities of this initiative, the MCSA has developed a women in mining task team with key members of the Minerals Council and member companies to oversee the implementation of the White Paper and the monitoring and evaluation thereof. The initiative is based on seven foundational measures which include the following:

1. Reaffirm Zero Tolerance for GBV through Stop Abuse campaigns
2. Develop gender diversity and inclusion policies
3. Provide reporting system for gender diversity issues
4. Initiate unconscious bias training to transform culture
5. Deploy ongoing company-wide pulse check surveys
6. Build an inclusive physical environment
7. Supply PPE for women specifically

**JUST
BECAUSE
YOU ARE A
WOMAN,
DOESN'T GIVE
ANYONE THE RIGHT....**

**STOP
SEXUAL
HARASSMENT
AND GENDER BASED VIOLENCE**

*Report any sexual harassment to
the ethics and fraud hotline*

0800 152 539

(Independent • Anonymous • Confidential)

NORTHAM
PLATINUM HOLDINGS LIMITED

Our people > Diversity and inclusion

Progressing womens' careers at Northam



Nombi Mawela – a career jump-started by Northam Platinum

Nombi is from Ledig, near Sun City in North West Province. Along with ten others her application to the Zondereinde Young Women's Bursary Project in 2010 was successful.

The aim of the Project is to create a pipeline of qualified and talented African women for Northam, to widen the pool of available labour, and to increase female participation in industry.

Nombi began a BSc in Mining Engineering at Wits University then switched to a National Diploma in Mining Engineering at the University of Johannesburg. She became a Northam 'Learner' in 2019 then gained a BTech

in Mining Engineering, a Diploma, a Supervisor Certificate in Mining, and her Blasting Ticket from the Department of Mineral Resources and Energy. She is working on a Post Graduate Diploma in Management from University of North West Business School.

Nombi was promoted to Mining Supervisor in October 2021, she is clearly up for a challenge. Her advice to others is:

Women should believe in themselves, especially in careers and education. Have positive aspirations and a spirit of determination: when an opportunity presents itself, embrace it!



Poppy Mohlala – a professional millwright in the making

Poppy is from Maandagshoek, in Limpopo Province. She studied Electrical Engineering at DC Phatudi College in 2004, then joined a large mining corporation as a trainee in 2010 followed by a millwright apprenticeship there, which she completed in 2015.

She joined Northam Booyendal as a Trackless Mining Machinery (TMM) Assistant and then a Millwright; she was offered a permanent employment contract in 2019, and she was recently promoted to Master Artisan in 2021.

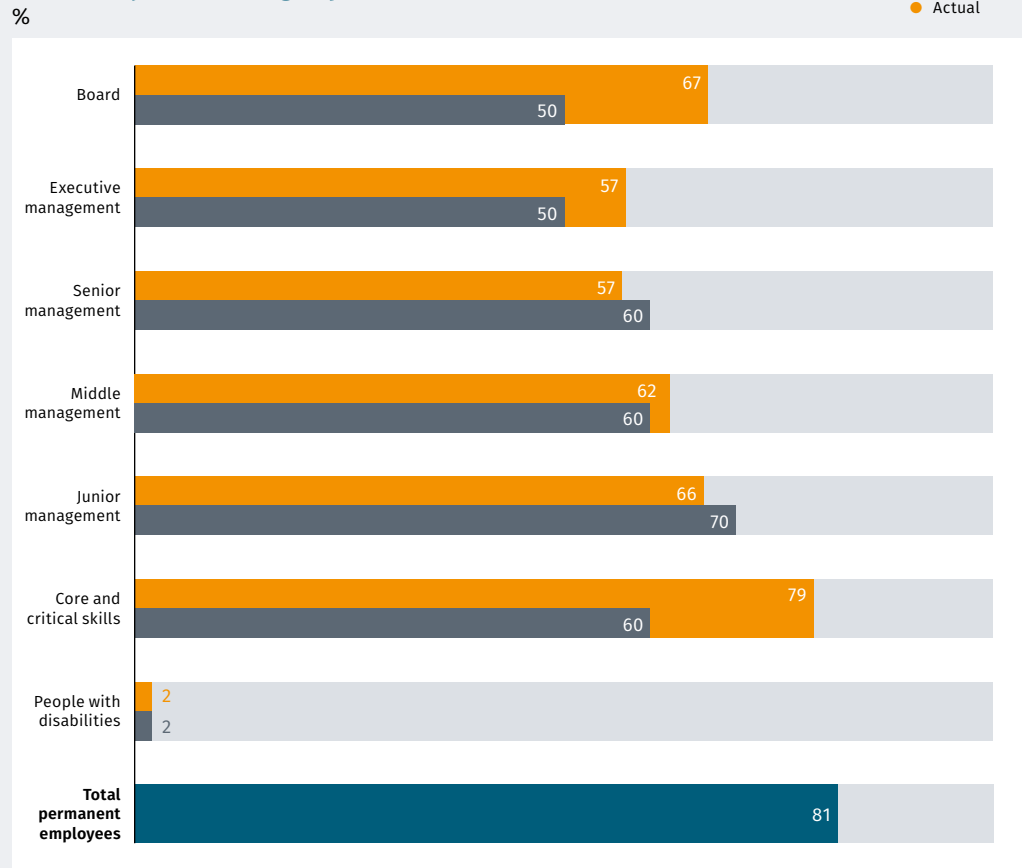
I am the only woman at Central TMM; I believe in myself and I know that I am capable of achieving great things. As Master Artisan, I enjoy taking on various challenges, especially in the workshop and I am excited about improving my skills, and furthering my studies. I see myself working in management at Booyendal in future!

Our people > Diversity and inclusion

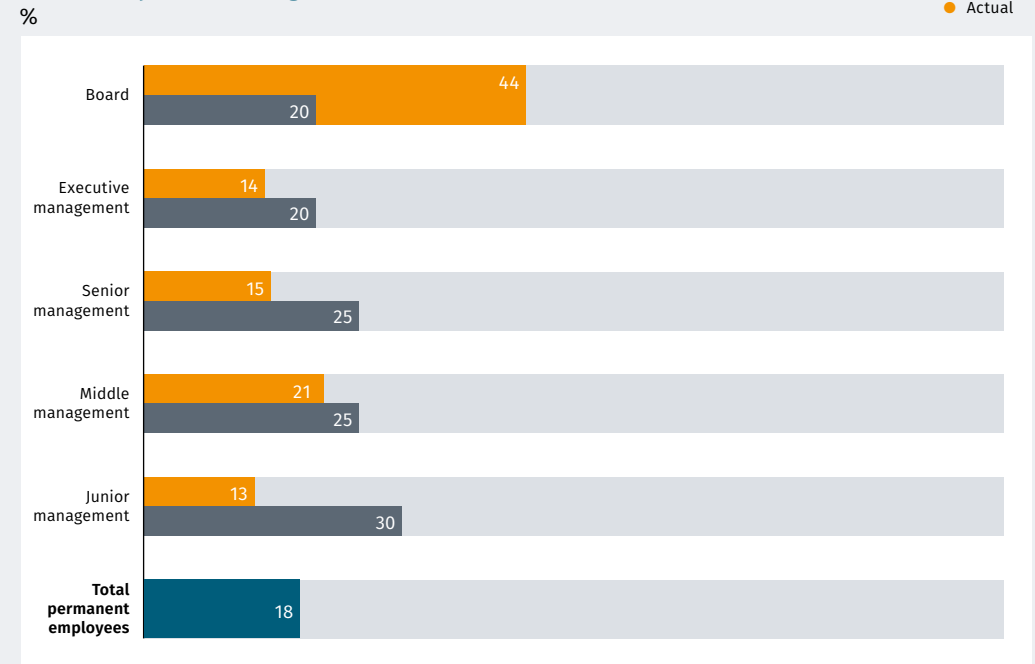
Performance in correcting past inequalities

HDPs currently comprise 82% (FY2021: 79%) of the total permanent workforce while 18% (FY2021: 15%) of the complement is represented by women.

Historically disadvantaged persons¹



Historically disadvantaged women



¹ The term HDP excludes foreign nationals but includes white females

² Board = Executive directors and Non-executive Directors

Our people > Diversity and inclusion

Employment equity progress

Employment equity legislation in South Africa is aimed at redressing the imbalances of the past by promoting equal opportunity, eliminating all forms of discrimination, which focuses on people living with disabilities, women and other vulnerable groups.

Youth employment offered

44%

F2022

Northam strives to achieve diversity of its workforce that reflects the demographics of our country. We view employment equity as a social imperative which provides a rich collage of ideas and perspectives that helps us drive our growth strategy.

In pursuing our diversity goals we have exceeded all targets of the Mining Charter 2010 at each of the occupational levels.

We are also making great strides towards Mining Charter 2018 and introduced digitised HR dashboards to monitor our progress as our growth strategy evolves.

At our operations, each of the mines have assigned Senior employment equity (EE) managers who are accountable for the development, implementation and monitoring of their EE plans. Fully constituted EE forums consist of union representatives, designated and non-designated groups as well as nominated employee representatives at all occupational levels. Dispute resolution processes are in place to deal with disputes related to employment equity in the workplace.

See diversity and inclusion for Board oversight

In F2022, 65%^{LA} (F2021: 62%) of Northam's management team were HDP's.

In F2022, 42% of new employees were recruited from our communities marking our dedication to developing and sustaining a workforce that represents the people living within our operating regions.

In South Africa, unemployment has been persistently high over time, especially for people under the age of 34. During F2022, Northam offered 44% of all its job opportunities to the youth.

Local community recruitment

42%

F2022

Management team HDP

65%^{LA}

F2022

Outlook

Employment equity outlook

As more talent is absorbed to realise Northam's growth strategy we will continue our effort to ensure our workforce represents the demographics of South Africa.

Our people > Diversity and inclusion

How we manage diversity

At board level, our social ethics, human resources and transformation committee has an oversight role to monitor Northam's progress against objectives and targets.

At Northam, we are bound by our values and our code of ethics. Nobody should turn a blind eye to prejudice, bullying and violence in our workplace.

Paul Dunne
CEO Northam Platinum

Day-to-day monitoring is overseen by operational human resources teams which also ensure regulatory compliance to the legislation referred to above, adherence to codes of best practice, and matters relating to employment equity, including the following:

- Preventing unfair labour and employment practices;
- Monitoring how well we adhere to ILO conventions on labour conditions;
- Engaging with employees;
- Access to training and career development for employees.

Outlook

In pursuit of assessing the success of our diversity and inclusion strategy, we are planning an in-house pulse survey.

Once we have exposed any barriers to progress, we will adapt our strategy by applying effective change management mechanisms to mitigate the negative effect of unconscious bias.

In FY2023 we will be launching a new digital interactive recruitment platform which should deliver access to a more diverse talent pool, in line with our commitment to diversity & inclusion and our employment equity targets and objectives.

Our approach to women at mining

Northam is an active member of the Minerals Council of South Africa (MCSA) which has a workstream that aims to reduce discrimination in the mining industry. Northam specifically works on attracting more women into the mining industry.

The women in mining (WiM) initiative was established in March 2020 to increase the representation and development of women. The WiM Strategy sets out to address a number of key priorities, as shown in the graphic.

Our focus is based on the advancement of women representation and encouraging decisions that are in the best interest of women.



Organise

Make a commitment (by members) – 7 measures

Define role

Modernise

Communicate

Recognise (WiM Social Performance Heroes)



Our people

Human rights and code of conduct

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

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

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

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

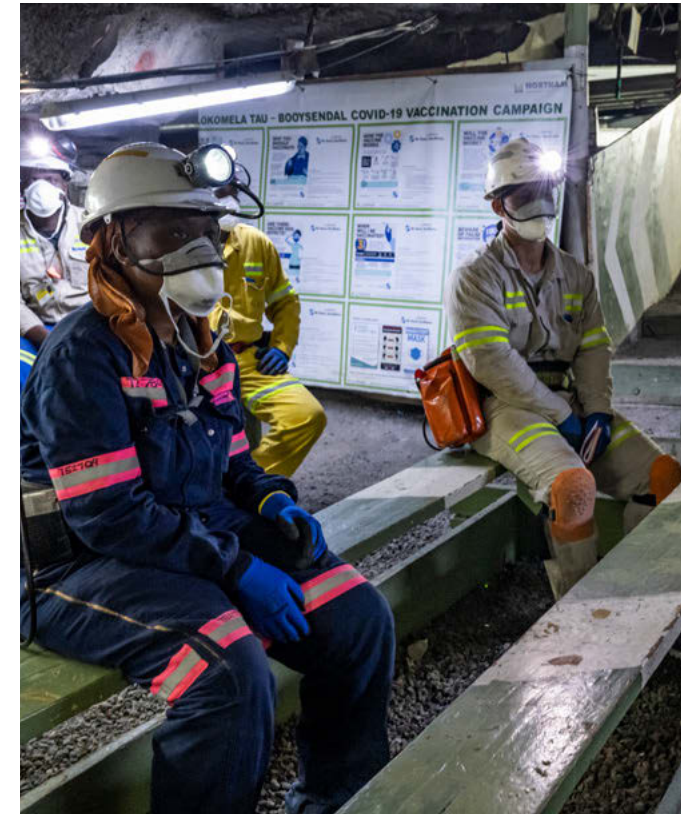
Refreshed code of conduct

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

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

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

📄 Refer to our code of ethics and conduct available on our website www.northam.co.za/procurement/150-governance/policies-and-procedures/



Our people

Employee relations

At all of our operations, a key objective is strong employee relations and a culture of fairness and respect.

The labour relations climate at all Northam's wholly-owned operations is characterised by respectful, cooperative and constructive relationships. Against this background the 2021 wage negotiations at Eland and Zondereinde resulted in historic five-year wage agreements with organised labour. This follows on Booysendal's five-year wage deal struck in 2019. In terms of South African labour legislation, collective bargaining rights for organised labour are based on a recognition threshold of 33.3%.

During F2022, there were no unprotected strikes or lockouts at any of the operations.

At Zondereinde Mine, the National Union of Mineworkers (NUM), which represents close on all employees (98%) is by far the largest employee association. Management focus in FY2023 will be on maintaining stable labour relations, and a working environment that promotes continuous meaningful engagement with stakeholders.

The representative union at Booysendal is the Association of Mineworkers and Construction Union (AMCU), which represents 98% of the workforce. In 2019, in the first wage agreement to be reached at Booysendal since it transitioned to an 'owner-operator' mine, management and labour concluded a five-year wage agreement, which terminates in 2024.

One trade union, the NUM, is recognised at Eland Mine, with representation of 97%. Eland and NUM signed a five-year agreement in June 2021.

Looking ahead, the focus will be on maintaining these constructive platforms for negotiation in the future, while we grow our employee complement in line with the group's expansion strategy.

Percentage of employees covered by collective bargaining agreements

Site	Total
Booyesendal	98%
Eland	97%
Zondereinde	98%
Group	98% ^{LA}

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

Our people

Housing and living conditions

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

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

Eligible employees looking to buy a home can benefit from a substantial interest-free company loan of up to 30% of the purchase price (up to a maximum of R300 000 interest free loan). Houses need to be in close proximity to employees' workplace and they can choose to buy a house in a Northam development or from the open market. To date we have supported 521 employees with loans totalling R125 million to buy 167 homes within Northam developments and 354 homes on the open market.

Following the success of the sold-out Lefika housing project at Zondereinde, where we built 69 housing units for an investment of R36.6 million, we started a new development in F2022. Lesedi Village development will see 215 housing units constructed in three stages of just over 70 houses each. The first phase of the project is to complete infrastructure for all units, roads, water, sewer & electrical reticulation are progressing well. The first 70 units are expected to be completed by 2023. The following stages of construction will follow pending the demand by employees, aiming for completion by 2025.

At Booyensdal, the Emaweni village home ownership project has developed 68 housing units at a cost of R51.2 million. The development was completed in February 2020 and 30 units were registered by the end of FY2022. Phase II of the development for an additional 127 units was approved in June 2021. The installation of services has commenced. Top structure construction will start later this year. Eland has only open market sales as there is ample stock available in the vicinity of Brits, Hartbeespoort, Pretoria and related residential areas. To date we have assisted 61 Eland employees.

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

Northam allows a percentage of the company developments to be sold to the open market, creating the availability of gap market units in the respective areas.

Housing and living conditions 30 June 2022

Zondereinde	No		30 June 2022
Freehold homeownership units (Mojuteng – Northam Town)	409 ^{LA}	Number of units sold	408
Freehold homeownership units (Phelabontle – Mogwase Town)	24 ^{LA}	Number of units sold	24
Company units available for rental or home ownership (Setaria)	601 ^{LA}	Number of units sold	28
Freehold homeownership units (Lefika – Northam Town)	69 ^{LA}	Number of units sold	69
Lesedi Village Development, Northam town		Lesedi Village Project to date expenditure	R42 728 094
Number of home loans relating to Mojuteng	402	Loan value provided to employees	R122 643 545
Number of interest free home loans	327	Interest free home loans provided to employees	R72 382 694
Number of employees receiving living out allowance	5 045	Living out allowance paid to employees	R190 433 637

Booyensdal	No		30 June 2022
Freehold rental units (company owned)	108	Number of units rented	94
Emaweni Phase 2, Lydenburg Town Ext 78		Emaweni Phase 2 Project to date expenditure	R6 216 969
Freehold homeownership units – Emaweni Phase 1, Ext 79	68 ^{LA}	Number of units sold	30
Number of interest free home loans	133	Interest free home loans provided to employees	R35 261 264
Number of employees receiving living out allowance	3 384	Living out allowance paid to employees	R185 815 552

Eland	No		30 June 2022
Number of interest free home loans	61	Interest free home loans provided to employees	R17 385 512
Number of employees receiving living out allowance	1 389	Living out allowance paid to employees	R55 317 795

Our people > Housing and living conditions

Home ownership



Itumeleng Shaku
Skills Development Facilitator
Booyesendal

Q Where are you working?
Booyesendal Platinum Limited – Human Resource Development (HRD)

Q What is your occupation?
I am a skills development facilitator

Q For how long have you been with the company and in your current position?
8 Months

Q Which property have you purchased?
A three bedroom house with an open plan dining area and kitchen. The property has a garage and enough space for garden where my kids can play.

Q How would you describe your whole home ownership experience, from application to registration?
It was always my dream to own a house and Booyesendal made it possible. The company appointed the Home Loan and Legal Team that took me through the process patiently with lot of guidance and support. They kept me updated on the progress from the first day of my application until the registration phase. The service offered made things easy as I was not struggling to get an update regarding the progress of the application.

Q Are you happy with your new property? Tell us how you feel about owning your own house.
The best feeling ever. This is an exciting experience which brought joy, hope and inspiration on daily basis. There is peace of mind where I stay and the level of break-ins is very minimal. The property is closer to town which make things easy for the family when we need public services. I did not spend even a single cent on legal costs and deposit which makes me the happiest person. Through the soft loan assistance, my dream turned into a reality.



Andrias Sibusiso Mpulo
Data Capture Clerk
Eland

Q Where are you working?
Eland Platinum Limited – Human Resource Development (HRD)

Q What is your occupation?
Data capture clerk

Q For how long have you been with the company and in your current position?
11 Months

Q Which property have you purchased?
A two bedroom ground floor apartment with an open plan living and Kitchen area, it has a separate bathroom. Good parking space.

Q How would you describe your whole home ownership experience, from application to registration?
It was minimal work from my side and that is the great part about it. I only had to fill in a two page application form and it was really easy and convenient. The housing ladies assisted me with explaining the whole process.

They kept me updated weekly on the progress from the first day of my application until the registration.

Q Are you happy with your new property? Tell us how you feel about owning your own house.
I am very happy to have my own space. It is not nice having to now buy new furniture as this is my first property but I am enjoying the experience none the less. The area I moved to is very quiet, there are only about 18 apartments in the complex which is my kind of environment.



Julian Louw
Electrician
Zondereinde

Q Where are you working?
Zondereinde Platinum Limited – Concentrator Plant

Q What is your occupation?
Electrician

Q For how long have you been with the company and in your current position?
15 Years

Q Which property have you purchased?
A wonderful three-bedroom house with space for a garden.

Q How would you describe your whole home ownership experience, from application to registration?
It has been a pleasurable experience. The team went out of their way to make the whole process as easy as possible.

Q Are you happy with your new property? Tell us how you feel about owning your own house.
I am happy with my new house and it makes me feel secure for my future.

Our communities

We believe in mining that matters; mining that benefits our employees, our communities, the environment and our investors. Our strategy is underpinned by our belief in our country, our company, our people and our product.

Implicit in this is our goal to create value for our local communities in the South African provinces of Limpopo, Mpumalanga and North-West, which host our mining operations. Aligned with SDG 1: no poverty, we aim to enhance the socio-economic status of local communities and labour-sending areas.

We do this by focusing on specific community needs, which we identify through multiple sources: direct engagement with our host and affected communities; municipality-level Integrated Development Plans; our operations' Social and Labour Plans; our local procurement and enterprise and supplier development approaches; and, Community Development Trusts that are in place at Booyendal and Zondereinde.



➔ See [Uplifting our communities](#) on page 85

Our communities

Our community landscape

Zondereinde mine

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

Zondereinde mine has established various engagement platforms that relate to areas of need within local communities. Monthly meetings are held with the Bakgatla ba Kgafela and BaPhalane ba Ramokoka unemployment forums, and the local government of Thabazimbi. Quarterly meetings are held with the Moses Kotane municipality and the Tier 1 Business Forum. The mine allows for ad hoc meetings as when the need arises.

The mine is progressing well with the implementation of its Social and Labour Plan as approved by the authorities.

The risk of dissenting organisations arising in different communities has been successfully managed up to this point and complaints are quickly addressed within the proper engagement channels. There was one community protest in F2022, primarily related to concerns about youth unemployment. Unemployment has increased nationwide because of the COVID-19 pandemic and even though Zondereinde mainly recruits from local communities, the protest raised issues of employment and local procurement opportunities. Zondereinde mine is involved in initiatives to combat youth unemployment in the local area and is active in local unemployment forums. As with all community concerns or grievances, we aim to use continuous engagement with affected parties through established forums to resolve issues swiftly.

Eland mine

Located near the town of Brits, Northwest province, which is in the western limb of the Bushveld Complex. The Eland mine is adjacent to the townships of Mmakau, Mothotlung, Damonsville, Oukasie and Bakgatla-Ba-Rampakong in the Madibeng Local Municipality. Meaningful relationships have been established with the Madibeng Local Municipality, ward councillors, business forums unemployment forums and the Bakgatla-Ba-Rampakong Land Claimants in these communities. Quarterly meetings are held with key stakeholders on issues relating to our operations that may affect local communities such as employment and procurement opportunities, status of the mine, and community development.

The mine's Social and Labour Plan (SLP) was approved in March 2022 by the Department of Mineral Resources and Energy. While waiting for approval the mine started work on some of the proposed SLP commitments. We have already achieved the targets for local human resources development programmes. Mine community development projects have also started, such as the renovation of the Mmakau Health Clinic.

During F2022 Eland did not experience any substantial community unrest. Communities continue to raise concerns about local unemployment levels and lack of skills among young people in the area with calls for the mine to assist.

The company continues to engage on the issues through the established quarterly stakeholder engagement forum and ad hoc meetings as and when requested by community leaders or other stakeholders.

Booyesendal mine

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

Booyesendal north mine Social and Labour Plan (SLP) was approved by the regulatory authority in December 2021. Whilst waiting for the approval the mine continued with the implementation of human resources development initiatives, preferential procurement and housing initiatives as per targets set in the SLP. Local economic development projects are at the planning stage.

In FY2022, Booyesendal's operation experienced nine incidents orchestrated by local communities that had an impact on production. The incidents were related to allegations that the mine does not recruit locally, even though more than 90% of recruitment is from local communities; a dispute relating to the mines concluding the terms of reference with an impacted community forum from Steelpoort; and, demands that the mine increase procurement opportunities for local communities.

Booyesendal's community engagement has been thorough, consistent and dynamic over the years. The operation provides enterprise development opportunities, learnerships and cadetships, and implemented a number of projects in partnership with community organisation. Booyesendal is also represented on a specific leadership forum to address lawlessness and violence in the area. This climate of conflict has done little to alleviate the improvement of infrastructure and economic development in the area.

Our communities

Uplifting our communities

We focus in several areas to help improve the socio-economic status of our local communities. These include implementing our Social and Labour Plans (SLPs), local recruitment, preferential procurement, enterprise development, supplier development and corporate social investment. We also have community trusts that fund health and education initiatives in areas local to our operations.

Our communities > Uplifting our communities

Procurement and enterprise development

Our operations regularly promote local procurement opportunities to our local communities and we offer enterprise and supplier development programs to help our communities' aspiring entrepreneurs. Local businesses are given priority in certain procurement opportunities and our local and preferential procurement have grown significantly in recent years.

➔ Full details are available in the responsible sourcing section on page 91.

Job creation and skills development

In F2022, almost 1 842 new jobs were created directly by Northam and approximately 3 000 employment opportunities were created to support our mine communities. In the next five years, our approved growth strategy will create approximately another 1 300 new jobs and we will continue to focus on employment from our local communities.

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

Particular shortfalls are in mathematics, languages, and science and technology, all of which are necessary for the workforce to understand and use the latest mining production and information systems. Northam requires various skills for a range of activities, from conventional and mechanised mining to minerals processing and engineering skills. Our community programmes support local education by enhancing school buildings, facilities and materials. We also support local schools with maths and science classes at Zondereinde.

We focus on enhancing employability within our local communities through training programmes, learnerships, internships, and cadetships. In F2022, 99 (F2021: 146) learnership

trainees were local people who received training on trades such as electrics, boiler making, and fitting and turning. Our cadetship programme aims to increase community employment opportunities through a four-month training programme, including basic entry level skills for mining and minerals processing. In F2022 180 community members (F2021: 253) received cadet training.

The company also invests in literacy development in our local communities. In F2022 we provided internships to 84 graduates (F2021: 91) and 27% were offered a permanent position in F2022.

➔ Full details on our approach to learning and development can be found in the our people section on page 68.

Jobs created

11 096

Since 2015

New sustainable jobs created

1 842

In F2022

Learnership trainees

99

F2021: 146

Cadet learnerships

180

F2021: 253

Internships

84

F2021: 91

Our communities > Uplifting our communities

Community investment

In F2022, Northam spent R1.5 billion on a wide range of mine and labour sending community development projects (F2021: R1 billion), as summarised below.

1.

Social and Labour Plans

R33.5 million spent on home ownership

R40.7 million spent on human resources development

R46.8 million spent on local community development^{LA}

2.

Corporate social investment

Goodwill initiatives that focus on urgent needs that are not catered for through our SLPs, including early learning development, education, health, and community relief

3.

Community trusts

Community development activities for the benefit, empowerment, and upliftment of local beneficiaries. The mandate is to fund health care initiatives, education, and development

4.

Local preferential procurement from mine communities

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

5.

Enterprise and supplier development

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

Expenditure**R121m****Expenditure****R9.7m****Expenditure****R7.2m****Expenditure****R1391m**

➔ See responsible sourcing on page 91 for more information.

Expenditure**R13.3m**

➔ See responsible sourcing on page 91 for more information.

Social and labour plans

The Minerals and Petroleum Resources Development Act (MPRDA) provides several mechanisms to ensure mining delivers a transformative effect in South Africa.

One of these is that mines establish Social and Labour Plans (SLP) to focus on development for employees and communities. SLPs are a requirement when applying for a mining right and are approved by the Department of Mineral Resources and Energy (DMRE). SLPs contain specific commitments by mining companies over a five-year period that become legally binding on approval. All Northam SLPs are available to view on our website.

In F2022, Northam spent R46.8 million on community development projects linked to our SLPs (F2021: R34.5 million). These projects included infrastructure development, education, health support and housing.

Northam operations have approved five-year SLPs in place that focus on ensuring that our mining activities continue to cater for the needs of our communities. We submit SLP progress reports annually.

A number of SLP projects have been completed during F2022. One example is an infrastructure project with broad community benefit at Booyseindal. The project involved paving the access road to Ga-Maphopha village in Fetakgomo Tubatse Local Municipality at a cost of R6.1 million. Previously not accessible during the rainy season, the paved road constructed with interlocking paving bricks now allows year round access for the whole community.

Community environmental project in progress

As part of its Integrated Development Plan (IDP), the Thabazimbi Local Municipality close to Zondereinde mine, has identified the need to improve the removal of and safe disposal of refuse. Upgrading the local landfill site has been identified as a priority and will include building a site office, installing a

weighbridge and toilets, and conducting rehabilitation work on the landfill itself.

Northam is supporting the site upgrades and rehabilitation work, which is due to be completed in mid-2024 at a cost of R12.5million. Once complete, ongoing running and maintenance will be handed over to Thabazimbi Local Municipality creating at least two long-term jobs at the site.

Group performance against F2022 SLP targets in R000

Section	Budget	Actual spend
Human resources development	96 483	40 717
Mine community development	33 219	46 837 ^{LA}
Housing and living conditions	38 153	33 508
Management of downscaling and retrenchments	24 157	–
Preferential procurement	8 430 593	9 630 669
Total	8 622 606	9 751 731

Community social investment

Our commitment to mine communities goes beyond our mandated SLP commitments. We actively identify community needs in local communities and deliver projects that aim to provide relief to the community at large. Our intention is to ensure our operations have a positive impact in communities where we work and to support and maintain good relationships with all of our community stakeholders.

In F2022, Booyseindal mine donated a screening plant worth R3.6 million to the Pakaneng concrete readymix business to help increase employment in the Pakaneng-Choma local community.

Northam spent a total of R9.7 million on corporate social investment projects in F2022 (F2021: R8.1 million).

Community trusts focussed on health and education

Established in 2015, our community trusts at Zondereinde and Booyseindal have a specific purpose to deliver local health care and education projects. The trusts develop projects based on consultation with local communities. All projects are approved by the board of trustees, which is made up of six independent, four community and two Northam trustees. The board of trustees monitors progress at quarterly meetings. An annual general meeting is used to review finances, appoint independent auditors and share projects progress with beneficiary communities.

Since their establishment, expenditure by the two community trusts amounts to R25.6 million on projects or initiatives benefiting community health and education.

Education

The trusts have funded 58 bursaries since inception to help with the skills shortage experienced in local communities and support those who cannot afford to fund tertiary education.

The Zondereinde community trust supported Deo Gloria primary school, the only primary school in the Township of Regorogile in Thabazimbi, to build a reception area (grade R) classroom, new toilets and a new borehole for water provision. Completion of the project is anticipated in November 2022. The Booyseindal trust completed the refurbishment of Namudi secondary school.

Health

The trusts continues to provide potable water to beneficiary communities that have no access to clean water by drilling boreholes within reasonable walking distance from their homes.

Wellness programmes are supported each year and include testing for HIV, tuberculosis, breast cancer, hearing loss, eye sight and other basic medical check-ups.

Our communities > Uplifting our communities

Northam Partnership helps eradicate unsafe school infrastructure and supports effective learning and teaching

Northam has contributed some R14 million to the renovation of education infrastructure at three schools in the Eastern Cape.

The three schools – Sichwe, Emyezweni, and Mbotyi in Lusikisiki – now have newly refurbished administrative and teaching facilities, restrooms, playgrounds, and security fencing thanks to a public-private cooperation between Northam and the Eastern Cape Education Department. The schools were selected for this upgrade programme due to their deteriorating physical conditions and lack of adequate water and sanitation facilities. By contributing to the infrastructure, Northam has made a proactive contribution to the outcome of quality teaching and learning for close on 1 500 learners.

Many migrant mineworkers in South Africa's mineral-rich northern provinces have long called Lusikisiki and neighbouring towns in the Eastern Cape province their rural homes. The Eastern Cape province currently accounts for 7% of Northam Zondereinde's labour force.

Northam's involvement in Lusikisiki and the rural Eastern Cape is based on the company's assessment of labour-sending community development programs and is supported by our dedication to abide by the law and the South African Mining Charter.

Quality learning for

1 500

Students



Sichwe School Building

Our communities > Uplifting our communities

Northam invests in collaborative water management

In addition to meeting its own operational water needs, Northam also invests in water supply and sanitation projects for local communities through its community investment programmes and social and labour plans (SLP).

Zondereinde

Ongoing financial and infrastructure challenges facing the Thabazimbi Local Municipality (where Zondereinde is located) have affected water delivery to residential and industry users.

This not only presents a risk to water supply but also to basic human rights for the community. As part of its SLP and following a pilot to test solutions, Northam has responded by installing pre-paid water meters in Northam town, the main settlement serving the Zondereinde mine. As a result, the Local Municipality plans to install similar meters to other communities close to the mine.

Through the Zondereinde operations, we have also directed our community investment to the installation of additional water and sanitation infrastructure at various schools in the Eastern Cape.

Eland

Although water is abundant at Eland mine, the Madibeng Local Municipality (MLM) has indicated there is a shortage of potable water in the local communities around the mine. The MLM is looking to expand local infrastructure to improve potable water supply by around 1.5 million litres a day. As part of its SLP, Eland is currently formulating a supply agreement with the MLM to ensure water is provided to local community projects. The project includes a new water treatment facility, a reservoir and a pipeline that will connect with existing infrastructure supplying the community. In FY2022 R2.6 million of a total budget of R6.4million was spent.

Booyseendal

In recent years, our Booyseendal operations have been involved in drilling new boreholes and refurbishing existing ones as well as installing water distribution infrastructure in local communities. To date, more than 460 households have been provided with water at Ga-Maphopha village. Booyseendal also officially handed over the Matsosho Water Reticulation Project to the Sekhukhune District Municipality.

Our communities > Responsible sourcing

Responsible sourcing

Our operations are in rural communities and face difficulties from poor infrastructure, limited economic opportunities and skills shortages preventing employability of local people.

These are challenges that affect many communities within South Africa.

A significant portion of our operating costs are attributable to sourcing goods and services for our mines. At our operations we aim to use the procurement process as a way of reaching local would-be suppliers so as to make a more immediate economic contribution to our host communities. Our approach to procurement is underpinned by the principles of inclusivity, transformation and transparency in line with South Africa's Mining Charter.

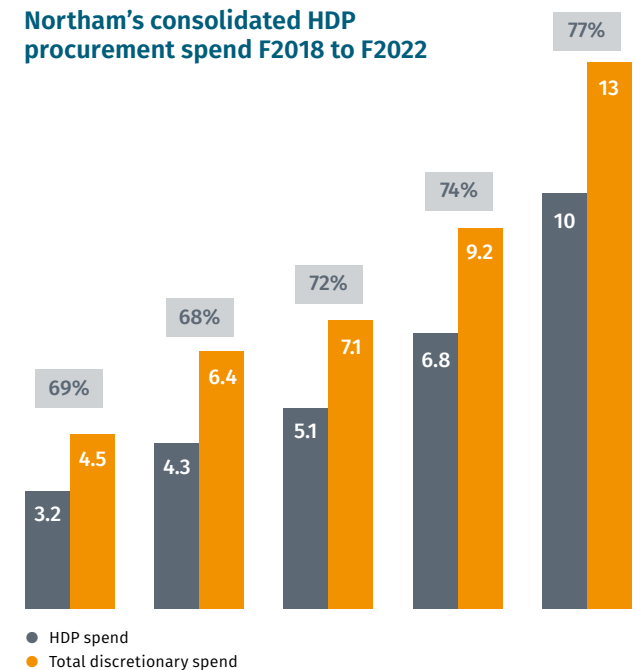
By identifying procurement opportunities that support these principles at various levels of the South African economy, we aim to transform and diversify our supplier base. Our primary focus is on community-based enterprises in our host communities and other areas affected by our operations.

Using procurement to support disadvantaged groups

Fundamental to our approach is sourcing from South African suppliers owned and run by historically disadvantaged persons (HDPs) and black economic empowerment (BEE) compliant companies. All suppliers need to meet the requirements of our vendor governance systems and newly developed responsible sourcing standard (see next page).

Our approach has delivered a 200% increase in HDP procurement over the last five years, increasing from R3.2 billion in F2018 to R10 billion in F2022. Procurement spend with HDP suppliers makes up 77% of Northam's discretionary spend¹.

Northam's consolidated HDP procurement spend F2018 to F2022



¹ Discretionary spend is total procurement spend less spending on government institutions; sponsorship; payment for utilities (i.e. electricity; water; municipality rates and taxes); academic institutions; payments towards employees' insurances; medical aid; and any other payments regarded as pass-through payments.

Our communities > Responsible sourcing

Responsible sourcing standard

Our sourcing approach goes beyond our fundamental support for South African HDP suppliers and our enterprise and supplier development support.

In F2022, we launched a new responsible sourcing standard¹ that applies to all Northam suppliers and outlines our requirements and expectations relating to legal compliance and suppliers' management of environmental, social, and governance (ESG) issues. These include:

- Health and safety management
- Ethical business practices
- Respect for Human Rights
- Respect for labour rights
- Environmental responsibility, including climate change
- Maintaining good relations with communities.

We have shared the responsible sourcing standard with all of our suppliers and will establish a risk-based approach to assessing supplier compliance in F2023. Our approach will start with sending a self-assessment questionnaire based on the responsible sourcing standard to all critical suppliers. These make up 8% of our supplier base but constitute 49% of our total discretionary procurement spend.

Enterprise and supplier development

Our enterprise and supplier development (ESD) initiatives focus on providing procurement opportunities to companies owned by and based in our host communities. We spent R13.3 million on various ESD initiatives aimed at training and developing our host communities-based companies. Through our ESD initiatives the number of community-based companies registered on our vendor database has grown from 57 to 191 in the five years to F2022.

Corresponding procurement spending in our host communities has grown from R140 million to R1.4 billion in the same time period, a 900% increase. Over the last five years local procurement has reached almost R3.5 billion. This spending with local suppliers now makes up 11% of our total discretionary spend.

Engaging local suppliers

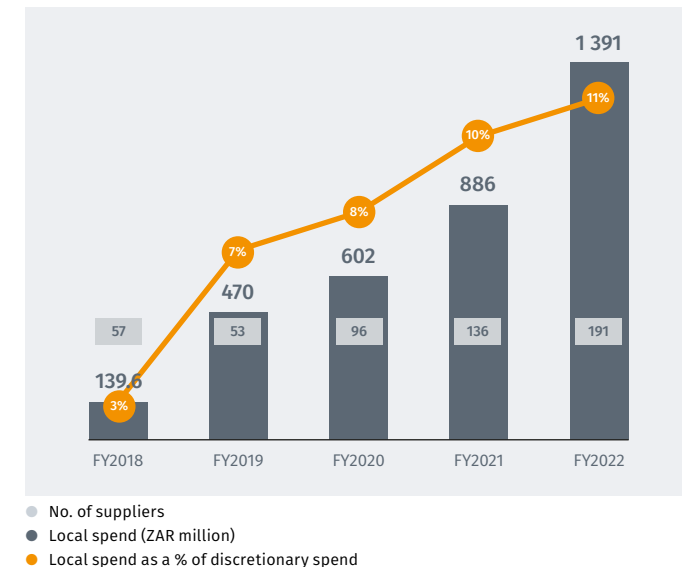
Our ESD initiatives require significant communication with existing local suppliers and potential new ones.

- All procurement opportunities that are suitable for local suppliers on our vendor database are published on our ESD procurement opportunities portal on the Northam website. They are also published in local newspapers.
- We host regular open days for local suppliers during which potential procurement opportunities are shared. In F2022 we held three open days each at Eland and Zondereinde and five at Booysendal
- We provide training on Northam's vendor administration and governance requirements, skills development and provide mentoring to local entrepreneurs.

To support our aim to enhance local community procurement, we collaborate with an enterprise development partner to help increase our local community procurement. We also offer favourable payment terms and pay local suppliers within seven days to help with their cashflow and financial stability.

Overleaf are case studies of host community-based companies that have benefited from our ESD initiatives.

Northam's consolidated local procurement spend F2018 to F2022



¹ <https://www.northam.co.za/downloads/send/96-files/1457-responsible-sourcing-standard-update>

Our communities > Responsible sourcing

Surface exploration drilling offers opportunities at Booysendal

During the year, we identified exploration drilling at Booysendal as a business opportunity for local businesses and through a competitive tendering process, we appointed a 100% Black owned, Reaga Exploration Drilling (Pty) Ltd, as a drilling contractor. The company is co-owned by a resident of Ga Phasha village, Bonolo President Moshaine Phasha, which is close to our Booysendal operations. Reaga which employs 38 people of whom 58% are from the local communities and the balance being from the labour sending areas.

Exploration drilling is used to investigate ore deposits or to explore the geological/commercial potential of sites. It allows geologists to extract and examine rock samples at the surface with reduced environmental impact and lower cost.

Established in 2019, Reaga Drilling's purpose is to service the drilling needs of the mining industry and to be a leader in surface exploration drilling. The company offers a comprehensive range of rigs and combination rigs to suit the most demanding exploration projects including in mountainous terrain. Surface drilling is a capital and asset intensive business and Northam has supported Reaga to access funding through the Small Enterprise Finance Agency (SEFA) to buy the assets needed for the business.

Reaga is currently drilling at Booysendal mines and has completed shallow to deep holes and angle drilling. Currently, Reaga is exceeding its annual target by 1000m, even though it has been a difficult year with above average rain and drilling in mountainous areas.



I would like to thank Northam Booysendal mine for this opportunity. In general, exploration drilling is dominated by companies that are not local.

Bonolo President Moshaine Phasha
Co-owner Reaga Exploration Drilling



Reaga drill rig at Booysendal

Our communities > Responsible sourcing

Redefining empowerment with local SMMEs

At Zondereinde, we have been working to transform our procurement approach in order to support local entrepreneurs in breaching economic divide which is so apparent in the country's outlying areas. This journey of internal transformation has supported the creation of MJZ Mining, a black-owned company appointed to provide underground mining services at Zondereinde.

MJZ Mining's story is one of a collective effort to deliver success. When three sole traders, Mr Mpho Malapane, Mr Godfrey Mnyameni and Mr Julius Naledi, joined forces to create MJZ Mining their aim was to grow their capacity, strengthen their resources and best position themselves for success. With the help of our mine overseer mentorship programme at Zondereinde, they landed a contract in September 2021 to haul two flat ends underground.

MJZ's journey epitomises the phrase, "If you want to go fast, go alone. If you want to go far, go together." Today, MJZ Mining has 80 employees, 70% of who are from Zondereinde mine's host community. Since the start of their contract, our Zondereinde site has provided resources and expertise to mentor, coach and develop MJZ.

We will remain grateful to Northam Zondereinde management for the opportunity provided. Our promised commitment to them is to deliver support to all the many families who depend on us. We would also like to acknowledge Zondereinde underground employees and our own employees for the joint support that has helped us to make a success of this opportunity.



Mpho Malapane, Godfrey Mnyameni and Julius Naledi, founders of MJZ Mining

Our communities > Responsible sourcing

Local businesses delivering for local people at Eland

Matsogapele Five, is a laundry business serving Eland mine. When owner Portia Mmekwa started the business she had only six employees, but with the help of a contract with Eland mine and support from our supplier development programme, the business now employs 22 employees from the local community, a figure that is likely to grow as Eland mine grows in the future.

Our supplier development program has supported the growth of Matsogapele Five. During COVID-19, it was difficult to keep the business running due to low activity and the high value and running costs of machinery. But with a grant provided by Northam, Portia has secured an appropriate funding vehicle to help the business overcome these challenging times.

Coming from a poor background I never thought that I would have my own laundry business and I never imagined that it would grow this much. If you're small, you think small and as you grow, you begin to have big dreams and plans, you start to think like a businesswoman. As a born and bred resident, I am now able to go back to my community and offer them employment.



Portia Mmekwa

Appendix

Assurance report

Independent assurance practitioner's limited assurance report for selected sustainability performance information reported in Northam Platinum Holdings Limited's Sustainability report 2022, for the year ended 30 June 2022.

To the directors of Northam Platinum Holdings Limited

Report on selected sustainability performance information

We have undertaken a limited assurance engagement on selected sustainability performance information, as described below, and presented in the Sustainability Report 2022 of Northam Platinum Holdings Limited (Northam), for the year ended 30 June 2022 (the Report). This engagement was conducted by a multidisciplinary team including environmental and assurance specialists with relevant experience in sustainability reporting.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained (and subject to the inherent limitations outlined elsewhere in this report), nothing has come to our attention that causes us to believe that the selected sustainability performance information as described in the Subject Matter paragraph below for the year ended 30 June 2022, was not prepared in all material respects in accordance with Northam management's approved measurement and reporting criteria (Northam's Criteria) applied for preparing that information.

Subject Matter

We have been engaged to provide a limited assurance conclusion in our report on selected sustainability performance information ("selected information") disclosed in Northam's Sustainability Report (the "Subject Matter") for the year ended 30 June 2022. The Subject Matter consists of selected key

performance indicators (KPIs) prepared in accordance with Northam's criteria.

The scope of our work was limited to performing our assurance engagement for the selected information identified below, which are marked with an "LA" in the Report wherever they appear.

	Selected KPIs, reported at Group level	Reporting criteria
Regulatory Compliance		Northam's published Sustainable Development (SD) Data Reporting Guideline Document (see Appendix A)
1	Percentage of Historically Disadvantaged Persons (HDPs) in management	
2	Percentage of women at mining	
Group Safety Performance		
3	Number of fatalities	
4	Total Injury Incidence and Frequency Rate	
5	Reportable Injury Incidence and Frequency Rate	
6	Lost-time Injury Incidence and Frequency Rate	
Labour Practices/Workforce		
7	Total number of employees	
8	Employee turnover rate percentage	
9	Percentage of employees covered by collective bargaining agreements	
10	Number of strikes and lock-outs exceeding one week's duration, by operation	
Responsible Environmental Stewardship		
11	Total Group Electricity Purchased (Mwh)	

	Selected KPIs, reported at Group level	Reporting criteria	
12	GHG emissions Total (Scope 1) (direct emissions) (Co2e tonnes)		
13	GHG emissions Total (Scope 2) (indirect emissions) (Co2e tonnes)		
14	SO2 Emissions		
15	Energy Intensity (GJ energy/tonne milled)		
16	Group percentage of water recycled (%)		
17	Reportable environmental incidents		
18	Total land under management (freehold)		
19	Total land disturbed by mining-related activities		
20	Total land leased to third parties		
21	Land protected for conservation		
22	Land under unproclaimed conservation		
23	Non-monetary sanctions (including directives in response to a contravention of environmental laws and regulations) or significant fines issued against Northam's operations by authorities for non-compliance with environmental laws and/or regulations.		
Stakeholder benefit from value created by the company			
24	Total Group Social and Labour Plan expenditure		
25	Housing ownership units		
26	Payments to government (Royalties and Taxes)		

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Our limited assurance engagement was performed in respect of the selected KPI's and related disclosures prepared, in all material respects, in accordance with Northam's criteria specified for reporting that information contained in Northam's approved Sustainable Development (SD) Data Reporting Guideline Document.

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

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by Northam

In preparing the Sustainability Report, Northam applied the management approved measurement and reporting criteria as set out in Northam's published SD Data Reporting Guideline Document ("Criteria"). Such Criteria were specifically designed for Northam's sustainability reporting; as a result, the subject matter information may not be suitable for another purpose.

Northam's responsibilities

The Directors of Northam are responsible for the selection, preparation, and presentation of the selected information in accordance with Northam's Criteria. This responsibility includes establishing and maintaining internal controls, maintaining adequate records, making estimates that are relevant to the preparation of the selected KPIs, as well as the identification of stakeholders and stakeholder requirements, material issues, and commitments with respect to sustainability performance

and design that are relevant to the preparation of the Report, such that it is free from material misstatement, whether due to fraud or error.

In addition, the Directors of Northam are responsible for, in relation to application of Northam's Criteria in preparation of the Report, ensuring the Report is prepared in accordance with Northam's Criteria. The Directors are also responsible for determining the appropriateness of the measurement and reporting criteria in view of the intended users of the selected information and for ensuring that those criteria are publicly available to the users of the Report.

Inherent limitations

Where Northam's reporting of the selected information relies on factors derived by independent third parties, our assurance work has not included examination of the derivation of those factors and other third-party information. The scope of work was limited to the selected information disclosed in the Report and did not include coverage of data sets or information unrelated to the selected information, nor did it include information reported outside of Northam's Sustainability Report, information relating to prior periods or comparisons against historical data.

The selected information needs to be read and understood together with Northam's Reporting Criteria specified for the 2022 reporting year, as specified in Northam's "Sustainable Development Data Reporting Guideline Document" available on Northam's website at www.northam.co.za (see also the Appendix to this report), which Northam is solely responsible for selecting and applying. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measurement and reporting techniques and can affect comparability between entities and over time. Qualitative

interpretations of relevance, materiality and the accuracy of data are subject to individual assumptions and judgements. In addition, the precision of different measurement techniques may vary. Carbon emissions quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Other matters

Our report includes the provision of limited assurance on Land under unproclaimed conservation. We were previously not required to provide assurance on this KPI. Our limited assurance conclusion does not extend to any disclosures or assertions relating to management's future performance plans, forward-looking statements or strategies disclosed in the Report, nor does it extend to any declarations made by management in respect of the extent of compliance with the GRI Standards.

EY's responsibilities

Our responsibility is to express a limited assurance conclusion on the selected information as set out in the Subject Matter paragraph, based on the procedures we have performed and the evidence we have obtained. We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information, and, in respect of the greenhouse gas emissions, in accordance with ISAE 3410, Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board, and the terms of reference for this engagement as agreed with Northam on the 8th February 2022 and the engagement letter addendum agreed on the 4th August 2022. Those standards require that we plan and perform our engagement to obtain limited assurance about whether, in all material respects, the selected information is presented in accordance with the Criteria and

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is free from material misstatement, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

The procedures performed in a limited assurance engagement vary in nature and timing and are less in extent than for a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether Northam's selected information has been prepared, in all material respects, in accordance with the accompanying Criteria.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our Independence and Quality Control

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and other ethical requirements of the Code of Professional Conduct for Registered Auditors issued by the Independent Regulatory Board for Auditors (IRBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence, and due care, confidentiality, and professional behavior. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Control 1, Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and other Assurance and Related Service Engagements, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Summary of work performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

A limited assurance engagement undertaken in accordance with ISAE 3000 (Revised) and ISAE 3410 involves assessing the suitability in the circumstances of Northam's use of its reporting criteria as the basis of preparation for the selected KPI's, assessing the risks of material misstatement of the selected KPI's whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the selected KPI's. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. The procedures we performed were based on our professional judgement. A limited assurance engagement consists of making enquiries, primarily of

persons responsible for preparing the subject matter and related information and applying analytical and other appropriate procedures.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the disclosure of the selected information, and applying analytical and other appropriate procedures.

Given the circumstances of the engagement, for the selected information, we:

- Interviewed management and senior executives to obtain an understanding of the internal control environment, risk assessment process and information systems relevant to reporting sustainability performance information and selected identified material sustainability risks and opportunities;
- Performed limited tests of detail on the selected information, on a selective basis, as part of assessing whether (i) the data has been appropriately measured, recorded, collated and reported; and (ii) activities set out by management are appropriately evidenced and reported; and
- Performed analytical procedures to evaluate the relevant data generation and reporting processes against Northam's criteria
- Read Northam's policies and management standards to determine their alignment with the Criteria;

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- Performed a desktop and peer review to evaluate Northam's material sustainability issues that informed its sustainability reporting in relation to items that could significantly impact its business and execution of its strategy.
- We also performed such other procedures as we considered necessary in the circumstances.

Restricted Use and Restriction of Liability

Our conclusion has been prepared solely for the Board of Directors of Northam Platinum Holdings Limited in accordance with the terms of our engagement and for no other purpose. We permit this report to be published in Northam's Sustainability Report published online at www.northam.co.za in respect of the 2022 reporting year, to assist the Directors in responding to their governance responsibilities by obtaining an independent assurance report in connection with the selected Information.

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

Maintenance and integrity of Northam Platinum Holdings Limited's website is the responsibility of Northam's management. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to either the selected information as reported or the Criteria that may occur subsequent to the initial date of publication of the Report on Northam Platinum Holdings Limited's website.

Ernst & Young Inc.**Associate Partner – Alexander Colyvas**

Registered Auditor
Chartered Accountant (SA)

Ernst & Young Inc

102 Rivonia Road
Sandton
25 August 2022

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Appendix A: List of the selected information (KPI's) in the scope of the assurance engagement

Limited Assurance (LA) – Appendix to the Assurance report: Northam Platinum Holdings Limited's criteria for the selected Information reported for Northam group operations (and as disclosed at www.northam.co.za)

	Selected Information (KPIs), reported at Group level	Criteria (Definitions per Northam's Approved Sustainable Development Data Reporting Guideline Document, 2022)
Regulatory Compliance		
1	Percentage of Historically Disadvantaged Persons (HDPs) in management	HDPs in management: The total number of HDP employees in Top, Senior, Middle and Junior management, including women and employees with disabilities, expressed as a percentage of total number of employees by management level, where: - Board comprises of Executive Directors who are members of the Board; - Executive management comprises members of the Executive Committee (E Patterson Modern pay grades); - Senior management includes all Senior Managers (E Patterson Modern pay grades) who are not executive management; - Middle Management, including professional qualified and experienced specialists (D Patterson Modern pay grades); - Junior Management, including skilled technical and academically qualified workers in a supervisory role including supervisors, foremen or superintendents (C4 and C5 levels Patterson Modern pay grades).
2	Percentage of women at mining	Total women at mining: the total number of female employees, including female foreign nationals, working at the Zondereinde, Booyssendal and Eland operations, based on payroll data at the end of the reporting period, as a percentage relative to the total employee workforce.
Group Safety Performance		
3	Number of fatalities	Fatality: Any employee, contractor or contractor employee or visitor who is involved in an incident whilst performing their duties at the Zondereinde, Booyssendal or Eland operations and who sustains terminal work-related injuries shall constitute a Fatality. Fatalities arising as a result of commuting incidents are only included where the transport has been provided by the organisation. If an employee is incapacitated for a period prior to expiration, this will require revising the injury status from a Lost time Injury (LTI) or Reportable Injury (RI) to a Fatality.
4	Total Injury Incidence and Frequency Rate	Total Injury Frequency Rate (TIFR): The sum of all work-related employee and contractor Fatalities, LTIs and Dressing Case injuries multiplied by 1,000,000 and divided by the total number of contractor and employee hours worked. Total Injury Incidence Rate (TIIR): The sum of all work-related employee and contractor Fatalities, LTIs and Dressing Case injuries multiplied by 200,000 and divided by the total number of contractor and employee hours worked.
5	Reportable Injury Incidence and Frequency Rate	Reportable Injury (RI): A work-related employee or contractor injury resulting from an incident at the Zondereinde, Booyssendal or Eland operations which either incapacitates the injured employee from performing that person's normal or a similar occupation for a period totaling 14 days or more, or which causes the injured person to suffer the loss of a joint, or a part of a joint, or sustain a permanent disability. RIs arising as a result of commuting incidents are only included where the transport has been provided by the organisation. Reportable Injury Incidence Rate (RIIR): The number of work-related employee and contractor Reportable Injuries multiplied by 200,000 and divided by the total number of contractor and employee hours worked. Reportable Injury Frequency Rate (RIFR): The number of work-related employee and contractor Reportable Injuries multiplied by 1,000,000 and divided by the total number of contractor and employee hours worked.

Appendix > Assurance report > Appendix A: List of the selected information (KPI's) in the scope of the assurance engagement

	Selected Information (KPIs), reported at Group level	Criteria (Definitions per Northam's Approved Sustainable Development Data Reporting Guideline Document, 2022)
6	Lost-time Injury Incidence and Frequency Rate	Lost Time Injury (LTI): A work-related employee or contractor injury confirmed by an appointed medical practitioner (MP), resulting from an incident while on duty at the Zondereinde, Booyssendal or Eland operations, which incapacitates the injured person from attending work or performing their normal or similar work duties on the next calendar day, regardless of the injured person's next rostered shift. LTI's include:- - Fatalities and injuries defined as Reportable Injuries (RI – see Section 3.3 below). - Where an employee or contractor requires further treatment due to complications arising from an injury originally classified as a non-lost time injury and is unable to return to work or perform their normal or similar duties. - Where any employee or contractor is required to undergo treatment or observation longer than 24 hours following loss of consciousness or incapacitation while on duty due to an incident which resulted in: - heat stroke or heat exhaustion, - oxygen deficiency, - inhalation of fumes or poisonous gas, or - electric shock or electric burn incidents. - LTIs arising from commuting incidents are only included where the transport has been provided by the organisation. Lost Time Injury Incidence Rate (LTIIR): The number of work-related employee and contractor LTIs multiplied by 200,000 and divided by the total number of employee and contractor hours worked. Lost Time Injury Frequency Rate (LTIFR): The number of work-related employee and contractor LTIs multiplied by 1,000,000 and divided by the total number of employee and contractor hours worked.
Labour Practices/Workforce		
7	Total number of employees	Total workforce: Total numbers of employees and contractors working at the Zondereinde, Booyssendal and Eland operations at the end of the reporting period. Employee workforce: Total number of individuals who are in an employment relationship with the organisation, according to national law. This includes permanent (full-time or part-time individuals, employed for an indeterminate period) as well as fixed-term or temporary contract (employment ends when a specific time period expires or task is completed) individual employed and paid directly by the Zondereinde, Booyssendal and Eland operations, based on payroll data at the end of the reporting period. Independent, non-executive Directors are specifically excluded from the employee workforce.
8	Employee turnover rate percentage	Total employee turnover rate: Number of employees at the Zondereinde, Booyssendal or Eland operations who leave the organisation during the reporting period due to dismissal, retrenchment, death in service or voluntarily through resignation or early retirement, expressed as a percentage of the total employee workforce working at the operation, based on payroll data at the end of the reporting period.
9	Percentage of employees covered by collective bargaining agreements	Percentage of employees covered by collective bargaining agreements: Proportion of employees working at the Zondereinde, Booyssendal and Eland operations at the end of the reporting period covered by collective bargaining agreements (CBA), expressed as a percentage of the total employee workforce. All permanent employees within the A, B and C pay scale grades (Patterson Modern Grades) at the end of the reporting period, irrespective of whether they are paid up members of a recognised union, are covered by a CBA.
10	Number of strikes and lock-outs exceeding one week's duration, by operation	Number of strikes and lockouts exceeding one week duration, by operation: Strike: a work stoppage caused by the mass refusal of employees at the Booyssendal, Zondereinde or Eland operations, to perform work in response to employee grievances. Lockout: work stoppages at the Booyssendal, Zondereinde or Eland operations, where employees are prevented from working by management, usually as a counter to a strike.

Appendix > Assurance report > Appendix A: List of the selected information (KPI's) in the scope of the assurance engagement

	Selected Information (KPIs), reported at Group level	Criteria (Definitions per Northam's Approved Sustainable Development Data Reporting Guideline Document, 2022)
Responsible Environmental Stewardship		
11	Total Group Electricity Purchased (Mwh)	Total energy consumption: The sum of all energy inputs (e.g., self-generated and purchased) from renewable and non-renewable sources at the Zondereinde, Booyssendal and Eland operations in the reporting period. Energy inputs at operations comprise the following sources. ▪ Electricity ▪ Coal ▪ Petrol ▪ Diesel ▪ Paraffin ▪ Aviation fuel. Electricity purchased: electricity purchased from third parties during the reporting period which is used in the production of the primary products on site, and which excludes electricity generated by the operation itself.
12	GHG emissions Total (Scope 1) (direct emissions) (Co ₂ e tonnes)	GHG emissions: Carbon dioxide equivalent (CO₂e) emissions, including carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O), based on their Global Warming Potential (GWP) factors issued by the Intergovernmental Panel on Climate Change (IPCC). For reporting purposes, Total GHG emissions, comprising direct (Scope 1) and indirect (Scope 2 and Scope 3) emissions are prepared in accordance with the GHG Reporting Protocol: ▪ Direct emissions: Scope 1 GHG emissions are those from sources that are owned or controlled by Northam e.g., direct emissions related to combustion, and would arise from burning fuel for energy within Northam's operational boundaries. These are calculated using emissions factors specified in the Department of Environmental Affairs' <i>Technical Guidelines for Monitoring, Reporting and Verification of Greenhouse Gas Emissions by Industry ("Technical Guidelines")</i> or in the <i>IPCC Guidelines for National Greenhouse Gas Inventories (2006) (IPCC 2006)</i> if not specified in the Technical Guidelines. ▪ Indirect emissions: greenhouse gas emissions that result from Northam's activities but are generated from sources owned or controlled by another organization. – Scope 2 GHG emissions are attributed to electricity generated by Eskom, which is imported and consumed by Northam. The Total Energy Sold (Factor 1) emissions factor used to calculate scope 2 emissions is obtained from the most recently published Eskom Annual Integrated Report. – Scope 3 GHG emissions are primarily attributable to contractors transporting waste rock and recyclable waste on site and are calculated using emissions factors specified in the Department of Environmental Affairs' <i>Technical Guidelines for Monitoring, Reporting and Verification of Greenhouse Gas Emissions by Industry ("Technical Guidelines")</i> or in the <i>IPCC Guidelines for National Greenhouse Gas Inventories (2006) (IPCC 2006)</i> if not specified in the Technical Guidelines.
13	GHG emissions Total (Scope 2) (indirect emissions) (Co ₂ e tonnes)	
14	SO ₂ Emissions	SO₂ emissions: Significant air emissions into the atmosphere of Sulphur and its compounds formed due to combustion or production processes from the Zondereinde smelting facility, based on site specific data.
15	Energy Intensity (G) energy/tonne milled)	Energy intensity: a measure of the intensity of total energy use, in relation to the total tonnes milled, including third party material, waste, tailings and run of mine (ROM) ore at the Booyssendal, Zondereinde or Eland operations during the reporting period.
16	Group percentage of water recycled (%)	Recycled (produced) water: Water that is recycled and reused at Northam's operations as a result of processing to produce its primary products and must consequently be managed by the operation, as a percentage of total water use. Recycled water must be reported separately to avoid double counting. For Northam, the main streams of recycled water are: ▪ Water recycled back in the refrigeration cooling process; ▪ Industrial wastewater recycled through the sewage treatment facility; and ▪ Water recycled through the dirty water circuit.

Appendix > Assurance report > Appendix A: List of the selected information (KPI's) in the scope of the assurance engagement

	Selected Information (KPIs), reported at Group level	Criteria (Definitions per Northam's Approved Sustainable Development Data Reporting Guideline Document, 2022)
17	Reportable environmental incidents	Reportable environmental incidents: An environmental incident at the Zondereinde, Booyssendal or Eland operation that, due to loss of containment of the emission, results in environmental pollution: ▪ Requiring substantive remediation at great cost or cannot be remediated; or ▪ That poses a risk to human health and wellbeing in the receiving environment, and required to be reported to the relevant authorities in terms of environmental legislation. Typically, these are classified as Level 3 / high impact incidents, based on site specific incident reporting procedures or standards.
18	Total land under management (freehold)	Total land under management: Total extent of land falling under the direct management of Northam Platinum (including land covered by surface rights, or occupied by third parties) or its subsidiaries, including all land owned and leased as well as and formally and informally protected for conservation. Land associated with undeveloped projects / prospects where the land does not yet fall under the direct management of Northam Platinum is excluded.
19	Total land disturbed by mining-related activities	Total land disturbed by Northam's Mining Activities: Total extent of land that has been physically or chemically disturbed due to Northam's mining and related activities, including the shaft complex, concentrators, smelter complex, waste dump, rock dumps, tailings disposal facility and water return dams, including ad-ministrative, residential, or other infrastructure required for mining activities.
20	Total land leased to third parties	Total land leased to third parties: Land falling under the direct management of Northam Platinum, including land covered by surface rights, occupied, or leased by third parties.
21	Land protected for conservation	Land protected for conservation: Land owned by and falling under the direct management ⁵¹ of Northam Platinum, its subsidiaries and conservation trusts, which is legally protected or earmarked for legal protection as identified in a national or provincial biodiversity offset and / or conservation program, in order to achieve the specific purpose of conserving biodiversity and maintaining ecosystem health and services.
22	Land under unproclaimed conservation	Land under unproclaimed conservation: Land owned by and falling under the direct management of Northam Platinum in an original state, which is not legally protected or earmarked for legal protection in a national or provincial biodiversity offset program, and which is managed independently from the mining operations with a purpose of achieving the specific purpose of conserving biodiversity and maintaining ecosystem health and services.
23	Non-monetary sanctions (including directives in response to a contravention of environmental laws and regulations) or significant fines issued against Northam's operations by authorities for non-compliance with environmental laws and/or regulations.	Non-monetary sanctions (including directives in response to a contravention of environmental laws and regulations) or significant fines issued against at Northam's operations by authorities for non-compliance with environmental laws and / or regulations. Significant fine: a monetary fine issued by a designated environmental authority for non-compliance with environmental laws and regulations, which exceeds R1 000 000.

Appendix > Assurance report > Appendix A: List of the selected information (KPI's) in the scope of the assurance engagement

	Selected Information (KPIs), reported at Group level	Criteria (Definitions per Northam's Approved Sustainable Development Data Reporting Guideline Document, 2022)
Stakeholder benefit from value created by the company		
24	Total Group Social and Labour Plan expenditure	Total Human Resources Development (HRD) expenditure: includes all legitimate expenses incurred for all internal and external learning programmes at the Zondereinde, Booysendal and Eland operations for the reporting period, as evidenced by invoices or appropriate internal accounting records, which may include: ▪ Scholarships and bursaries; ▪ Salaries or wages for employees in Internships, Learnerships and Apprenticeships; ▪ Work Integrated Learning programmes; ▪ Internal, occupationally directed training which contribute to continuing professional development or work-based information programmes which contribute to increased understanding of job, work context or improved performance or skills (limited to a maximum of 15% of Total skills development expenditure); ▪ External training expenditure provided for unemployed black people and employees. Mandatory sectoral training (training which is mandated by other pieces of legislation, such as health and safety training required in terms of the MHSA) expenditure does not qualify as skills development expenditure. Similarly, as required in terms of the Mining Charter, 2018, director and executive training is excluded. ▪ Cost of HRD learning programmes: legitimate expenses incurred in relation to HRD expenditure, including but not limited to: ▪ Administrative costs (cost of training staff associated with the training facility); ▪ Cost of trainers, training facilities, training materials and catering for internal training events; and ▪ Catering, accommodation and travelling costs (including subsistence, fuel, and accommodation) associated with external training events), (limited to a maximum of 15% of the total skills development expenditure). Local Economic Development (LED): Contributions initiated and implemented at the Zondereinde, Booysendal and Eland operations for targeted beneficiaries outside of the organisation, which are aligned to the requirements of municipal Integrated Development Plans (IDPs) in which the operations occur, focusing on the following key elements: ▪ Safety and security; ▪ Health; ▪ Environmental management programmes; ▪ Income generating projects; ▪ Education; and ▪ Basic infrastructure Corporate Social Investment (CSI): Discretionary contributions initiated and implemented at the Zondereinde, Booysendal and Eland operations for targeted beneficiaries who are outside of the organisation includes, but is not limited to: ▪ Contributions to charities, NGOs and research institutions; or ▪ Direct costs associated with social programmes, including arts, education etc.
25	Housing ownership units	Home ownership units: Housing units made available for purchase by employees at the Zondereinde, Booysendal or Eland operations.
26	Payments to government (Royalties and Taxes)	Taxes and Royalties: Taxes, including corporate, income and property taxes, as well as any royalties paid by Northam Platinum to Government, including any related penalties paid but excluding deferred taxes. This includes: ▪ Output VAT on sales; ▪ Income tax on taxable mining profits and investment income; ▪ Securities transfer tax on share transactions; ▪ Transfer duties on properties; ▪ Carbon tax, calculated on emissions per tonne, which is more a levy as we get a tax deduction for the payment; and ▪ Royalties imposed and calculated in terms of the Mineral and Petroleum Resources Royalty Act 28 of 2008 (Royalty Act).

Appendix

GRI standards checklist

GRI Standard	Disclosure	GRI Standard Disclosure description	Reference
GRI 102: general disclosures 2016	Organisational profile		
	102-1	Name of the organization	Northam Platinum Holdings Limited (cover page)
	102-2	Activities, brands, products, and services	Annual Integrated Report: Who is Northam? (pg 5)
	102-3	Location of headquarters	Annual Integrated Report: Contact Information (pg 105)
	102-4	Location of operations	Our growing operations (pg 4)
	102-5	Ownership and legal form	Our growing operations (pg 4)
	102-6	Markets served	Mining that matters (pg 2)
	102-7	Scale of the organization	Our growing operations (pg 4)
	102-8	Information on employees and other workers	Who we are – Northam workforce profile (pg 65)
	102-9	Supply chain	Annual Integrated Report: Who is Northam? (pg 5)
	102-10	Significant changes to the organization and its supply chain	Annual Integrated Report: the year at a glance (pg 14)
	102-11	Precautionary Principle or approach	Northam applies a precautionary environmental approach which is aligned with the National Environmental Management Act 107 of 1998 (NEMA) and the requirements of its ISO14001 environmental management systems (EMSs). All development must be socially, environmentally and economically sustainable, meaning that negative impacts on the environment and communities' environmental rights are anticipated and prevented, minimised or remedied. This is done by applying a risk-averse and cautious approach, which takes limits of current knowledge into account when considering the consequences of decisions and actions.
	102-12	External initiatives	- Carbon and water disclosure project (CDP) - Global Reporting Initiative (GRI) - ILO Declaration of Fundamental Principles and Rights at work - ISO14001: 2015 - ISO45001 - Mining Industry Occupational Safety and Health (MOSH) targets - National Development Plan (NDP) - Taskforce on Climate Related Financial Disclosures (TCFD) - UN Global Compact - UNAIDS - UN Sustainable Development Goals (SDGs)
	102-13	Membership of associations	- International Platinum Group Metals Association (IPA) - Minerals Council South Africa (MCSA) - Platinum Guild Investment Council (PGIC) - World Platinum Investment Council (WPIC)
	Strategy		
	102-14	Statement from senior decision-maker	CEO Welcome (pg 6)
	102-15	Key impacts, risks, and opportunities	Annual Integrated Report: Managing risks and opportunities (pg 76)
	Ethics and integrity		
	102-16	Values, principles, standards, and norms of behaviour	Corporate Governance Report: Governance Philosophy and organisational ethics (pg 5)
GRI 102: general disclosures 2016	Governance		
	102-18	Governance structure	How we govern sustainability at Northam (pg 10) https://www.northam.co.za/investors-and-media/publications/annual-reports

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GRI Standard	Disclosure	GRI Standard Disclosure description	Reference
GRI 102: general disclosures 2016	Stakeholder engagement		
	102-40	List of stakeholder groups	Sustainability Report: Our key stakeholder relationships (pg 15) Annual Integrated Report: Our key stakeholder relationships (pg 49 – 57)
	102-41	Collective bargaining agreements	Our key stakeholder relationships (pg 15) Employee relations (pg 80)
	102-42	Identifying and selecting stakeholders	Annual Integrated Report: Our key stakeholder relationships (pg 49 – 57)
	102-43	Approach to stakeholder engagement	Annual Integrated Report: Our key stakeholder relationships (pg 49 – 57)
	102-44	Key topics and concerns raised	Annual Integrated Report: Our key stakeholder relationships (pg 49 – 57)
	Reporting practise		
	102-45	Entities included in the consolidated financial statements	Our growing operations (pg 4)
	102-46	Defining report content and topic Boundaries	Sustainability Report: Our growing operations (pg 4) Annual Integrated Report: Our Reporting suite (pg 1) Annual Integrated Report: Introducing our report (pg 9)
	102-47	List of material topics	Our material issues (pg 16)
	102-48	Restatements of information	There are no material restatements of information or performance published for previous reporting periods.
	102-49	Changes in reporting	there are no material changes in reporting processes or responsibilities in the reporting period
	102-50	Reporting period	Our reporting suite (pg 3)
	102-51	Date of most recent report	Front cover (Sustainability Report 2022)
	102-52	Reporting cycle	Our reporting suite (pg 3)
	102-53	Contact point for questions regarding the report	Annual Integrated Report: Administration and contact information (pg 105)
	102-54	Claims of reporting in accordance with the GRI Standards	Our reporting suite (pg 3)
	102-55	GRI content index	This table represents the GRI Content Index page.
	102-56	External assurance	EY is the external assurance provider for selected information disclosed in the SD report. A copy of the independent auditor's report can be found on page 96 of this document.

Material topics

GRI 200: Economic	Management approach		
	103-1	Explanation of the material topic and its Boundaries	Our sustainability approach (pg 8) How we govern sustainability at Northam (pg 10) Our material issues (pg 16) Our people (pg 62) Our people strategy (pg 63) Progress against our objectives (pg 64) Housing and living conditions (pg 81) Our communities (pg 83) Uplifting our communities (pg 85)
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 201: Economic performance 2016	201-1	Direct economic value generated and distributed	Annual Integrated Report: Our contribution to our stakeholders (pg 60)
	201-2	Financial implications and other risks and opportunities due to climate change	TCFD response (pg 21)

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GRI Standard	Disclosure	GRI Standard Disclosure description	Reference
GRI 202: Market presence 2016	202-2	Proportion of senior management hired from the local community	Performance in correcting past inequalities (pg 76) Employment equity progress (pg 77) How we manage diversity (pg 78)
GRI 203: Indirect economic impact 2016	203-1	Infrastructure investments and services supported	Community investment (pg 87)
GRI 204: Procurement practises 2016	204-1:	Proportion of spending on local suppliers	Responsible sourcing (pg 91) Responsible sourcing standard (pg 92)
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Corporate Governance Report: how ethics is governed at board level (pg 5) Corporate Governance Report: Social, ethics, human resources and transformation committee report (pg 36)
GRI 300: Environmental	Management approach		
	103-1	Explanation of the material topic and its Boundaries	Our sustainability approach (pg 8)
	103-2	The management approach and its components	How we govern sustainability at Northam (pg 10)
	103-3	Evaluation of the management approach	Governance of health, safety, wellness and environment (pg 12) Our material issues (pg 16) Our environment (pg 32) Progress against our objectives (pg 33) Environmental management (pg 34) Climate change and energy (pg 36) Air quality management (pg 45) Water use and management (pg 49) Biodiversity and land management (pg 53) Responsible resource use and water management (pg 54)
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Responsible resource use and waste management (pg 59)
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Performance (pg 44)
	302-4	Energy intensity	Performance (pg 44)
GRI 303: Water and effluents 2018	303-3	Water withdrawal by source	Performance (pg 51)
	303-4	Water discharge	Water resource protection (pg 52) Monitoring and measuring water quality (pg 52)
	303-5	Water consumption	Performance (pg 51)
	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity and land management (pg 53) Boysendal: the Buttonshop Conservancy Trust (pg 54)
GRI 304: Biodiversity 2016	304-2	Significant impacts of activities, products, and services on biodiversity	Biodiversity and land management (pg 53) Positive impacts revealed (pg 56) Biodiversity management and Biodiversity management plans (pg 57)
	MM1	Amount of land (owned or leased, and managed for production activities or extractive use) disturbed or rehabilitated	Land use (pg 57)

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GRI Standard	Disclosure	GRI Standard Disclosure description	Reference
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Performance (pg 44)
	305-2	Energy indirect (Scope 2) GHG emissions	Performance (pg 44)
	305-3	Other indirect (Scope 3) GHG emissions	Performance (pg 44)
	305-4	GHG emissions intensity	Performance (pg 44)
	305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Sulphur dioxide emissions (pg 46) Passive SO ₂ sampling (pg 47)
GRI 306: Waste 2020	306-3	Waste generated	Waste management (pg 60)
GRI 307 Environmental compliance 2016	307-1	Non-compliance with environmental laws and regulations	Legislative developments and compliance (pg 35) Monitoring and measuring water quality (pg 52)
GRI 400: Social	Management approach		
	103-1	Explanation of the material topic and its Boundaries	Our sustainability approach (pg 8)
	103-2	The management approach and its components	How we govern sustainability at Northam (pg 10)
	103-3	Evaluation of the management approach	Social, ethics, human resources and transformation committee (pg 12) Health, safety and environmental committee (pg 12) Our material issues (pg 16) Our approach to safety (pg 23) Health and wellness (pg 29) Our people (pg 62) Learning and development (pg 68) Diversity and inclusion (pg 72) Human rights and code of conduct (pg 79) Our communities (pg 83)
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Growing, but also evolving (pg 66)
GRI 402: Labor / management relations 2016	MM4	Number of strikes and lock-outs exceeding one week's duration, by operation	Employee relations (pg 80)
GRI 403: Occupational health and safety 2018	403-1	Occupational health and safety management system	Health, safety and wellness (pg 22)
	403-2	Hazard identification, risk assessment, and incident investigation	Using modern safety practices (pg 26)
	403-3	Occupational health services	Occupational health (pg 30) Employee wellness (pg 31)
	403-4	Worker participation, consultation, and communication on occupational health and safety	Our key to stakeholder relationships (pg 10)
	403-6	Promotion of worker health	Health and wellness (pg 29)
	403-9	Work-related injuries	Safety performance (pg 28)
	403-10	Work-related ill health	Safety performance (pg 28)
GRI 404: Training and education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	Learning and development (pg 68) Learning programmes during 2021-22 (pg 69) Talent pipelines (pg 70) Future-proofing how we manage (pg 71)
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	Performance in correcting past inequalities (pg 76) Employment equity progress (pg 77) How we manage diversity (pg 78)

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GRI Standard	Disclosure	GRI Standard Disclosure description	Reference
GRI 407: Freedom of association and collective bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	All of Northam's operations under management control fall within the boundary of its labour and human rights policies and practises, and comply with South African labour legislation which provides for fair treatment of employees, which includes right to freedom and collective bargaining. Refer to Employee relations (pg 80) for information on freedom of association and collective bargaining.
GRI 408: Child labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	All of Northam's operations under management control fall within the boundary of its labour and human rights policies and practises, and comply with South African labour legislation which provides for fair treatment of employees, including preventing and precluding incidents of child labour.
GRI 409: Forced or compulsory labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	All of Northam's operations under management control fall within the boundary of its labour and human rights policies and practises, and comply with South African labour legislation which provides for fair treatment of employees, including preventing and precluding incidents of forced or compulsory labour.