

Northam Holdings: Mining that matters

Sustainability report 2023



About this report

Our sustainability report 2023 includes sustainability information and data for the financial year 2023, which covers the period 1 July 2022 to 30 June 2023. PricewaterhouseCoopers International Limited (PwC Inc.) have completed limited assurance on selected sustainability performance information. Their assurance report can be found on page 90 and data covered by the assurance process is marked with ^{LA}.

Our reporting suite

This report and other supplementary reports can be found online and should be read together to get a holistic overview of our business and performance.



Annual
integrated
report



Corporate
governance
report



Remuneration
report



Annual
financial
statements



Summarised
financial
results



Mineral
Resources
and Mineral
Reserves
statement



Notice of
2023 AGM



Sustainability
report



This report has been prepared in accordance with the GRI Standards 2023, which came into effect in January 2023.

Navigating this report

This report and other supplementary reports can be found online and should be read together to get a holistic overview of our business and performance.

We use icons to show:

- Refers to other pages in this report
- Refers to supporting documents on www.northam.co.za
- Top 5 material issue

Material themes that guide our report:

- Protecting and developing our people
- Respecting one and another
- Positive relationships
- Responding to climate change
- Caring for the natural environment

See our sustainability hub on our website: <https://www.northam.co.za/sustainability/overview>.

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Our operations

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

The scope of this report includes our wholly owned South African based operations, Zondereinde, Booyseendal and Eland.

It excludes our joint ventures and recycling facility in the US, which is not considered material.

Key:

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



0 50 100 km



	ZONDEREINDE	ELAND	BOOYSEENDAL
OPERATIONS	- Life of mine: > 30 years - One underground conventional mining module (3 x shafts) - Smelter operation (2 x furnaces) - One tailings storage facility	- Life of mine > 30 years - Three underground hybrid mining modules - One open pit mining module - One tailings storage facility	- Life of mine > 25 years - Six underground mechanised mining modules - Two tailings storage facilities
PEOPLE	- Total employees 11 240 - HDP in management 63% - Total women in mining 17%	- Total employees 3 127 - HDP in management 72% [Total women in mining 20%	- Total employees 8 001 - HDP in management 69% - Total women in mining 22%
ENVIRONMENT	Aquatic – Bierspruit river to west of operations, Crocodile river to east; classified as a Critically Endangered Ecosystems Terrestrial – Dwaalboom Thornveld ecotype; not considered endangered Biodiversity status – operations within a classified Ecological Support Area	Aquatic – Tributary of the Crocodile river to the north; classified as an Endangered Ecosystem Terrestrial – Marikana Thornveld ecotype; endemic regional biome identified as threatened Biodiversity status – operations within a classified Ecological Support Area; in close proximity to a Critical Biodiversity Area (CBA)	Aquatic – Groot-Dwaarsrivier flows South to North through the mining area; classified as a Critically Threatened Ecosystem Terrestrial – Sekhukhune Montane Grassland ecosystem; Sekhukhune Mountain Bushveld; Northern Afrotropical Forest; all endemic and needing conservation Biodiversity status – operations within a classified Critical Biodiversity Area



CEO welcome

Welcome to our sustainability report for the financial year ended 30 June 2023. In what has been a challenging year for the PGM market, we continue to make good strides in our approach to being a responsible and sustainable company.

I am particularly proud that Northam has created 1 216 direct sustainable jobs (74% from local communities), during the financial year, taking the total jobs created since the beginning of our growth strategy in 2015 to more than 12 300.

The contribution these jobs make to the economies of our local and host communities, as well as the wider South African economy, cannot be understated.

New jobs are just one of many benefits that are created by mining. These benefits are central to our purpose, which articulates our belief in the positive impact of mining. The link between our purpose and sustainability has always been clear, as has the link with our beliefs – belief in our country, in our product, in our people and in our company. This is why we see sustainability as a clear enabler for our strategy and business model, and a key ingredient in our growth.

Our commitment to our local communities extends well beyond job creation. We strive to create value for, and maintain positive relations with our communities. It is testament to our engagement with mine communities that there were no production-related losses arising from community protests during the year.

We continue to create opportunities for procurement from local suppliers, which funnels benefits to local businesses and their employees. We spent more than R1.8 billion with local suppliers this year, a 30% increase over F2022. We also expanded our financial support to address community needs, growing

our expenditure from R1.5 billion to R2 billion across a range of mine and labour-sending area community development projects.

To continue our sustainability journey, we have completed a new materiality process during the year to solidify our view on the most important sustainability and ESG topics for Northam.

While all topics are important and require active management, the top five topics identified are issues we have always focused on: the health, safety and wellness of our people; attracting and retaining the best talent; managing positive relations with our employees and local communities; energy security and reducing carbon emissions; and actively conserving the biodiversity surrounding our sites.

We have used the materiality results to structure our sustainability report into five themes, which reflect areas that have always been core to what we do at Northam. In brief, these themes are: protecting and developing our people, mutual respect, positive relationships, responding to climate change, and caring for the natural environment.

Fundamentally, we are a people-oriented business, and we could not achieve any of our goals without our dedicated, loyal employees. Keeping our people safe will always be a priority and takes precedence over all production objectives. As a business with a continually growing workforce, safety and health is an issue that requires constant attention, reinforcement and investment to maintain the highest standards.



CEO welcome continued

The fact that we can never lose our focus on safety is evidenced by the tragic loss of three colleagues in separate underground accidents at Zondereinde in late 2022.

I wish to personally express on behalf of Northam our sincere condolences to the families, friends and colleagues of Mr Mosetlha David Matlhoahela, Mr Patrick Mokhachane and Mr Mogapi Silas Ntshabele.

All production was stopped while each accident was investigated, and we have implemented remedial actions to prevent similar incidents in the future.

A particular highlight for F2023 is 13 years and eight million fatality-free shifts at Booyseindal. Eland and Zondereinde both recorded one million fatality free shifts during the year.

To finish, I would like to highlight several achievements we have made through the year.

Our commitment to diversity and empowering women in the mining industry is an area I take significant personal interest in. A particular highlight this year was the publication of our special Women In Mining publication: Each One, Teach One, which showcases 33 powerful personal stories from women at Northam.

Our ongoing stance against gender-based violence and sexual harassment, which are endemic in our society, and are inevitably reflected in the mining industry, is another important area of commitment.

Climate change will have far reaching impacts on the people and environment of South Africa. We have a detailed roadmap to deliver our 2030 targets to reduce greenhouse gas emissions and this will begin to deliver results from F2025, when our 80MW solar farm at Zondereinde will come online. A year later, we expect to complete two off-site 140MW wind farms, where we are in the process of negotiating exclusive power purchase agreements. Combined, we anticipate these renewable electricity initiatives, together with energy efficiency projects, to improve our carbon intensity by 60% by F2030.

I encourage you to review the progress we have made this year and we look forward to continuing our journey to build a sustainable, forward-thinking organisation with a strong belief in our country, our product, our people and our company.

Paul Dunne
Chief executive officer

24 August 2023

Mining that matters

Purpose

We believe in the positive impact of mining. Mining that benefits our employees, our communities, our investors and other stakeholders while minimising our negative impact on the environment

Vision

To remain a sustainable PGM producer of choice, delivering best value for our shareholders

Qualities

- Strong governance
- World class asset base
- Experienced leadership
- Efficient service delivery
- Effective empowerment
- Disciplined capital allocation
- Fit for purpose structures
- Clear policies and procedures

Our beliefs

Our country

Our product

Our people

Our company

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



Sustainability performance at a glance

8 million

Fatality free shifts at Booyensdal since inception 2010

→ page 22

1 million

Fatality free shifts at Zondereinde

→ page 22

1 million

Fatality-free shifts at Eland

→ page 22

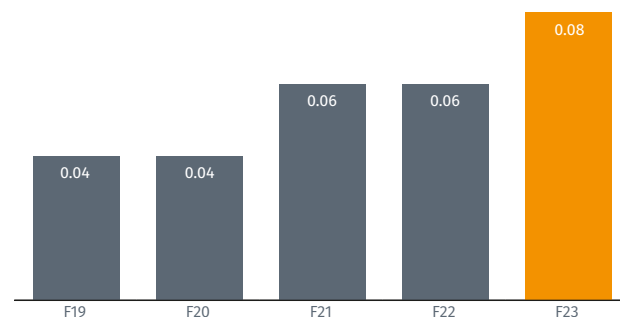
Unfortunately

3^{LA}

fatalities at Zondereinde

→ page 22

Fatal injury frequency rate (FIFR)



22 368^{LA}

Total workforce F2023 (permanent and contractors)

→ page 26

8.7%^{LA}

Employee turnover rate

→ page 29

98%^{LA}

Employees protected by collective agreement

→ page 40

R2.9 billion

Paid in income tax

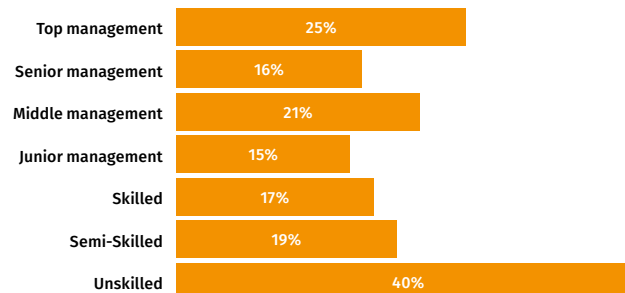
R1.5 billion

Paid in royalty tax

Total taxes paid in F2023 R8.2 billion^{LA}

Diversity, Equity and inclusion

% woman per occupational level as at 30 June 2023 (permanent)



R221 million

Spent on social upliftment F2023

→ page 51

R1.8 billion

Contributed towards preferential procurement in mine communities F2023

→ page 56

3 339^{LA}

Hectares of land owned by Buttonshope Conservancy Trust for conservation F2023

→ page 82

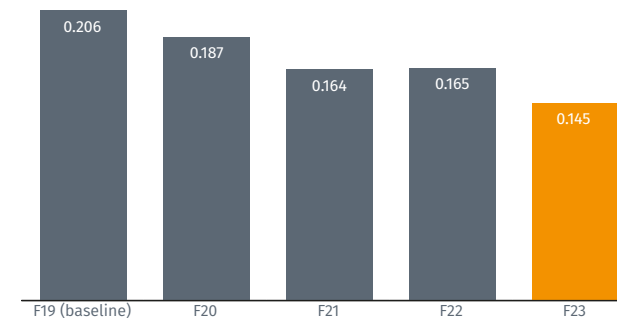
802

Additional hectares being procured for conservation F2023

→ page 82

Scope 1 & 2 GHG emissions intensity

tCO₂eq/t milled





Our strategy

To grow down the cost curve and to generate and return value through:

Empowering effectively

Raising sufficient capital

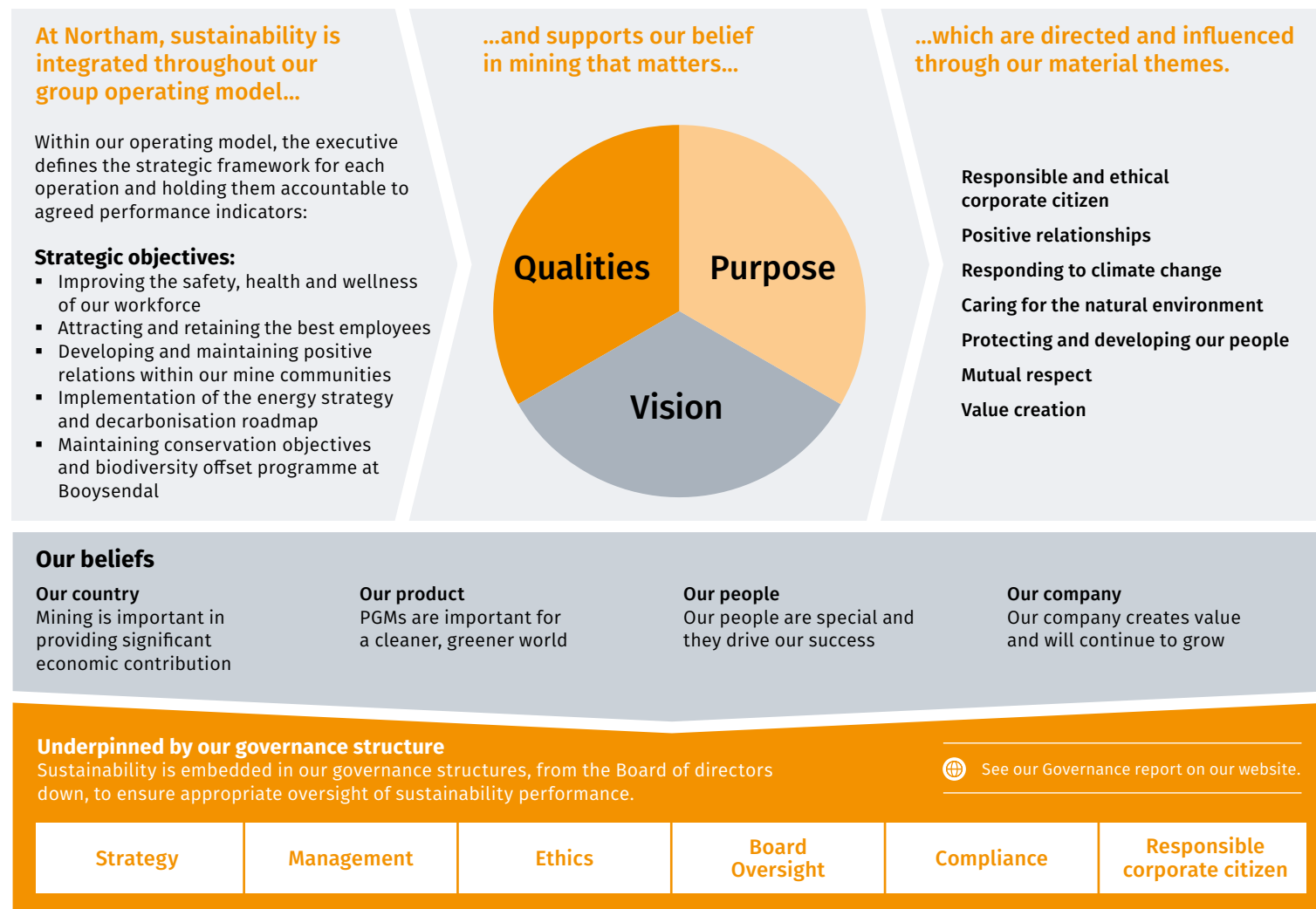
Acquiring the right assets
for the right price

Delivering project execution

Returning value to shareholders

Our approach to sustainability

Sustainability is a clear enabler of our beliefs as a company. 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 our Annual integrated report on our website.



Our approach to sustainability continued

Key roles and responsibilities for sustainability

The importance of sustainability to Northam's business and our success requires strategic guidance, oversight and responsibility at the highest level of the company. The CEO, together with the functional executives, collectively define the strategic framework within which the operations execute Northam's business plan with the assistance of the corporate office.

The following executives are directly responsible for managing our sustainability performance and delivering our sustainability plans.

Executive: Operations

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.

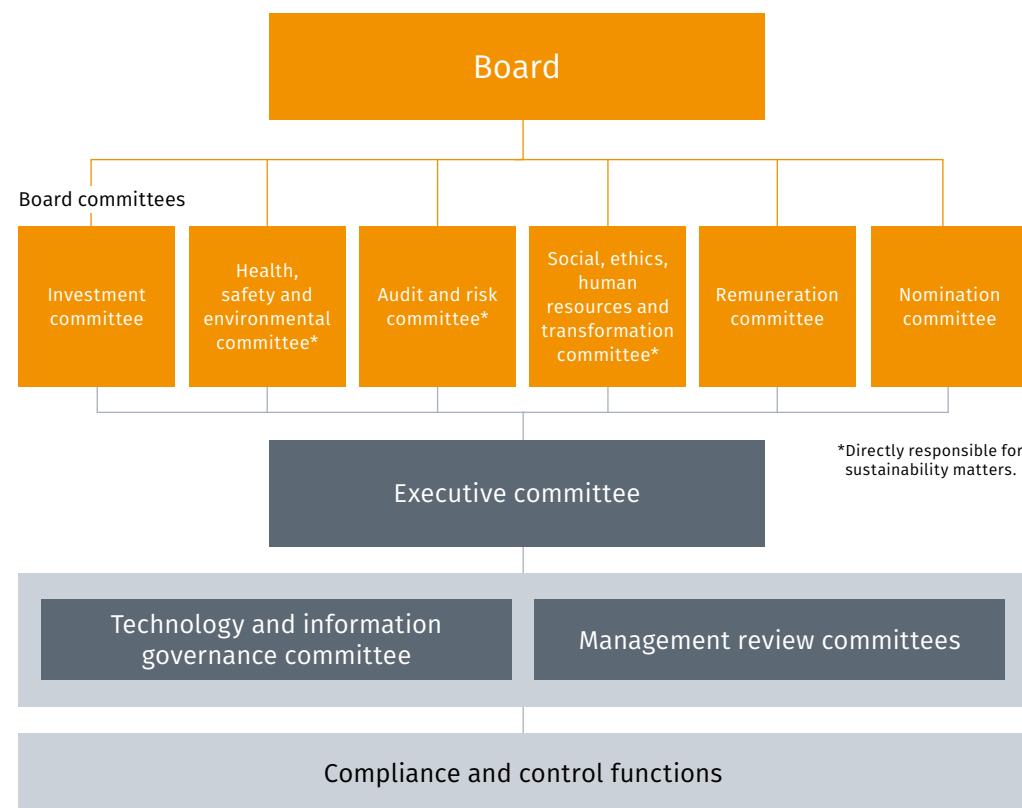
Executive: Sustainability

Responsible for ensuring continued support from communities, government and regulators, and providing investors and analysts with sustainability-related performance information. Directly responsible for overseeing group environmental management, delivering Northam's climate change strategy and providing guidance and direction with regards to biodiversity management at operations.

Executive: Human Resources

Responsible for the developing, managing and implementation of the company's human resources strategies, which include, but are not limited to attraction, development and retention of employees. Ensuring compliance with legislation and industry regulations and support the achievement of the company's strategic objectives. Responsible for all matters relating to employees relations and human rights through the implementation of fair labour practices.

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. For 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 approved by the board in November 2019.

See our Corporate Governance report on our website.



Our approach to sustainability continued

Sustainable development



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



SDGs will be referenced where these topics are addressed in the report

Global alignment and disclosure guidance



We support TCFD recommendations and align our reporting and business processes accordingly.

→ See TCFD index on page 112.



We participate in the CDP climate and water disclosures.

→ See our 2022 response scores on page 65.

Our group short-term incentive (STI) scheme incentivises delivery against key financial, operational and ESG goals aligned to approved annual business plans.

→ See our Remuneration report and Corporate Governance report on our website



This report has been prepared in accordance with the GRI Standards. Refer to the GRI content index on page 98.



We support the UNGC Active level and support the 10 principles.

→ See Protecting and developing our people on page 15; Mutual respect on page 37; Responding to climate change and Caring for the natural environment on pages 60 and 67.



We participate in the TNFD global pilot project.

→ See biodiversity section page 82.

We are guided by umbrella and respective ESG policies, procedures, strategies and frameworks that support our approach to sustainability management and performance.

→ See Protecting and developing our people on page 12; Mutual respect on page 37; Positive relationships on page 44; Responding to climate change on page 60 Caring for the natural environment on page 67.

New materiality assessment in F2023

Northam appointed an independent company to undertake a materiality assessment to support and guide our reporting. Our assessment process and approach to materiality has been guided by the GRI standards, as well as the Integrated Reporting Framework and SASB standards (both part of the IFRS foundation). While the financial materiality was not assessed during this process, the company's risk assessment process and principal risks were considered.

Phase 1: Benchmarking

Input:

Review two international sustainability frameworks (GRI and SASB) and eight peer companies

Outcome:

A snapshot of how the sector views sustainability challenges and opportunities; shortlist of 24 most common material topics to take forward to materiality assessment in Phase 2

Phase 2: Materiality assessment

Input:

Interviews with internal and external stakeholders, including Northam's CEO, to identify material topics for Northam

Outcome:

Internal leadership and key stakeholders identified the sustainability issues they felt were most material to the business; interviews provided a list of 26 most-commonly identified issues

- Seek to understand which issues are emerging or waning in importance, and whether issues are considered to be a threat or opportunity

Phase 3: Validation of material topics

Input:

Survey internal and external stakeholders to confirm and validate the top 25 material sustainability issues, indicating their relative importance to a) Northam and its ability to create and erode value; and b) to external stakeholders

Outcome:

- 49% response rate overall; 58% of responses from internal stakeholder and 42% from external stakeholders (mix of investors, suppliers and customers)
- Wide-ranging agreement between internal and external stakeholders the most material topics
- Areas of divergence: Tailings management, and attracting and retaining talent considered as top topics internally, but less so externally. Improving transparency, disclosure and reporting, and fair and transparent remuneration that incentivises sustainability performance considered as top topics externally, but less so internally

Phase 4: Finalisation and reporting

Input:

Workshop with management to finalise material topics

Outcome:

The material topics were reviewed by management for the final determination of issues to reflect future plans and emerging issues. Material topics were grouped into the following material themes:

- Responsible and ethical corporate citizen
- Positive relationships
- Response to climate change
- Caring for the natural environment
- Protecting and developing our people
- Mutual respect
- Value creation

→ For a description of the themes and a list of the associated material topics, please refer to the table on page 11.

Material topics considered in the sustainability report

The discussion of material topics in this report has been aligned with the material themes and incorporates all 25 topics identified as being material to our organisation. Emphasis is placed on the top five most material topics, which were selected by management, taking into consideration external and internal importance as well as emerging topics and business risks.

These include:

- Health, safety and wellness of our employees
- Ability to attract and retain talent
- Managing community relations
- Energy management and decarbonisation
- Biodiversity management

→ For a full list of the material topics, please refer to the table on page 11.



Material themes

Material theme reported in this report and description	Material topics	Page	Risks	Committee(s) providing oversight	Key stakeholders
 Protecting and developing our people Caring for our people, their safety, health and wellbeing helps us succeed, by attracting and retaining the right people to Northam. We're committed to empowering all our people, and developing their talents through offering a range of learning and development opportunities.	- Health, safety and wellness* - Ability to attract and retain talent* - Learning skills development and career progression	14 26 34		B E H M S	
 Mutual respect We aim to show kindness, empathy, and compassion to everyone we do business with, treating them with the respect, giving them a voice, and ensuring an inclusive approach. A cooperative and open engagement with all our stakeholders is fundamental to our growth.	- Respect for human rights - Promoting positive employee relations - Diversity, equity and inclusion	39 40 41		B E H M S	
 Positive relationships Our local communities play a meaningful role in our decision making. We recognise specific needs at our different sites in South Africa, and so we proactively engage at many levels to develop stronger relationships, support community wellbeing and improve socio-economic status.	- Socio-economic and geopolitical environment in SA - Managing community relations* - Community upliftment - Responsible sourcing and mining	45 47 49 55		B M E H I S	
 Responding to climate change Through our climate change roadmap, we are developing our approach to combat climate change and decarbonise, by reducing our energy costs, GHG emissions and energy intensity, and moving towards more sustainable energy sourcing and supply.	- Energy management and Northam's decarbonisation* - Response to climate change	62 64		B A E H I M S	
 Caring for the natural environment We take, seriously, our responsibility to safeguard the needs of our local communities, as well as looking after our natural environment. We aim to minimise our adverse effects on our environment by optimising water use and waste recycling, as well as managing our emissions and discharges, according to all relevant legislation.	- Environmental compliance - Water stewardship - Tailings management - Management of emissions and discharges - Biodiversity management*	69 71 74 78 82		B A E H I M S	
Other themes not reported in this report	Material topics				
Responsible and ethical corporate citizen  More information can be found in our Annual integrated report and Corporate governance report on Northam's website, www.northam.co.za.	- Ethical business conduct and robust governance structures - Ensuring regulatory compliance - Improving transparency, disclosure and reporting - Reputation management - Board composition (independence and diversity of skills) - Fair and transparent remuneration that incentivises sustainability performance				
Value creation  More information can be found in our Annual integrated report on Northam's website, www.northam.co.za.	- Northam's strategic growth plan - Cost management				
	 *Top five ranked material topic		 See risks and approach to risk management in our Annual integrated report.	 See committee reports in our Governance report.	 See key stakeholders in our Annual integrated report.

Risks

- Exchange rate and commodity price volatility
- Demand for PGMs
- Health and safety
- Energy supply and the cost thereof
- Operational performance
- Liquidity
- Critical skills and key personnel
- Tailings storage facility (TSF)
- Critical or single stream plant and equipment
- Capital allocation
- Community relations
- Employee relations
- Social licence to operate
- Regulatory, political and legal environment
- Environmental, social and governance (ESG)
- Project execution
- Information technology and cybersecurity
- Fraud and theft
- Environment
- Water supply

Stakeholders

- Communities
- Department of Mineral Resources and Energy (DMRE)
- Employees
- Eskom Holdings SOC Limited (Eskom)
- Financial institutions
- Government and regulatory authorities
- Industry associations
- Investors and providers of funding
- Johannesburg Stock Exchange (JSE Limited)
- Precious metal refiners and customers
- Regulatory authorities
- South African Revenue Services (SARS)
- Suppliers of goods and services
- Third party purchase contracts
- Unions

Board and committees

- Board of directors
- Audit and risk committee
- Health, safety and environmental committee
- Investment committee
- Nomination committee
- Remuneration committee
- Social, ethics, human resources and transformation committee

Management Committees

- Executive committee
- Technology and information governance steering committee
- Management review committee



Protecting and developing our people



Our employees are our greatest asset. Caring for their wellbeing is integral to our success and we foster a firm-wide safety culture. Our employees have diverse talents, so we empower them to be their best through an inclusive workplace, learning and development opportunities, and initiatives to support improved living conditions with emphasis on homeownership.

Tsologelo Come, Serviceman instrumentation trainee at Eland



Material topics covered in this section:

Health, safety and wellness



18 085

Completed medical screening F2023

3^{LA}

Fatalities

22 368^{LA}

Total workforce

SDG goals



Key roles and responsibilities

- Executive: Operations
- Executive: Human Resources

Ability to attract and retain talent



1 216

Direct new sustainable jobs created F2023

703

Employees promoted F2023

8.7%^{LA}

Employee turnover rate F2023

SDG goals



Key roles and responsibilities

- Executive: Operations
- Executive: Human Resources

Learning, skills development and career progression

R156m

Total training spend F2023

R41.1m^{LA}

Spend on human resource development for communities F2023

1 362

Participation in learning programmes F2023

SDG goals



Key roles and responsibilities

- Executive: Operations
- Executive: Human Resources



TOP

5

MATERIAL
TOPIC

Material topic

Health, safety and wellness: Our approach to safety

Occupational health and safety is of paramount importance to Northam, reflected in our safe production strategy. We are on a journey to zero fatalities and eliminating injuries in our workplaces, and we will get there by enhancing risk management of safety hazards, engaged and visible leadership, and developing a safety culture across all of Northam. Our goal is to ensure that everyone returns home safely at the end of every day.

Safe production

Our operations will continue to adopt innovative technologies, processes and mechanisation to continuously improve our health and safety management. Increasing mechanisation will also support improved operating efficiency in our mines as our company grows. We continue to focus on improving how we identify and mitigate high-potential hazards, learning from high-potential incidents, and using technology to reduce risks.

Our safety culture has three pillars:

Creating enabling
environments

Empowering our people

Providing fit-for-purpose
systems and processes

Safety governance

Our safe production strategy is the responsibility of the CEO and senior leadership, with support and oversight from the Board. The Board health, safety and environmental (HS&E) committee oversees health and safety at Northam on behalf of the Board of directors. The HS&E committee consists of Northam's CEO and three independent Board directors.

 More information on the HS&E committee is in our Corporate governance report on Northam's website, www.northam.co.za.

At the corporate level, the executive committee provides strategic guidance and establishes the group's safety operating model and goals; each operation adheres to these within the context of their specific operational characteristics and risk profiles.

Our Executives: Operations are ultimately responsible for health safety and environmental management and are permanent invitees to the HS&E committee meetings. Mine general managers, supported by operational managers,

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. All our sites have health, safety and environment committees as mandated by the Mine Health and Safety Act 1996.

Health and safety management

Safety and health in mining is highly regulated in South Africa and supported by sector-wide standards. We are committed to complying with all relevant legislation, and work to always meet all existing and upcoming standards.

In line with the requirement of Chapter 3 of the Mine Health and Safety Act, 29 of 1996 (MHSA) our operations have established HSE committees and appointed workplace health and safety representatives. These appointments are made in line with collective bargaining agreements with organised labour. The elected representatives fulfil various health and safety related responsibilities and represent employees on the HSE committees.

Managing specific risks faced by our operations

Each of our mines has different operating characteristics, with different inherent health and safety risks. For example, as a deep underground mine, Zondereinde's risks differ from those at Booysendal, which is a shallow, mechanised operation, and from Eland's hybrid operation. Each operation is responsible for establishing and managing its own safety standards and procedures, in line with the group's safety operating model and goals.

All Northam operations have risk-based safety management systems in line with the group's safety operating model. Policies and procedures govern all actions related to safety and health and target continuous improvement. Each operation's policies apply to all employees and contractors.

Zondereinde mine is certified to the ISO 45001 safety management system. Booysendal and Eland are working towards certification by the end of 2023 and 2025, respectively.

Our operations conduct regular independent internal and external safety audits to assess our safety processes and performance. These audits identify non-conformances and areas for improvement, with clear action plans. During F2023, Northam did not receive any fines or non-monetary sanctions for non-compliance with health and safety-related laws or regulations.^{1A}

Delivering safe production through value-based leadership

We are creating a safety culture characterised by an enabling environment, with empowered people and fit-for-purpose systems and processes. Our approach to safety is based on Northam's common values of respect, care and integrity, and is supported by engaged leaders at all levels of the business, from the Board and executive committee to leaders in all our operations.

We encourage a bottom-up approach to safety, empowering our people through training and awareness raising, and providing an environment with the equipment and systems to support safe working. Specific areas of training in F2023 included training on ISO 45001 at Booysendal, accident investigation training at Eland, and refresher training to loco drivers on loco discipline, especially related to re-railing and loading with loaders in confined areas.



Health, safety and wellness: Our approach to safety continued

Our culture in action

Operations: our three-pillar focus manages each operation's unique health and safety risk

Creating enabling environments:

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

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

Empowering our people:

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

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

Stop | Look | Access | Manage

Providing fit-for-purpose systems and processes:

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

- Bowtie risk management process introduced
- Root cause analysis
- Customised Trigger Action Response Plan (TARP) for improved rock mass management
- ISO 45001:2018 Occupational Health and Safety Management System implementation on track (Zondereinde – in place; Booyssendal – end of 2023; Eland – end of 2025)
- Rock mass management

Engaged leadership

Common values system

Diversity

Respect

Mindfulness/
empathy

Honesty/
integrity

Loyalty

Social
awareness

Excellence



Health, safety and wellness: Our approach to safety continued

External safety initiatives

Alongside our core safety standards and processes, we engage with external initiatives to promote leading practices in the South African mining industry.

Minerals Council of South Africa

We are a member of the Minerals Council of South Africa, which provides a range of initiatives including a Learning Hub promoting best practice, the CEO Zero Harm Forum to develop leading practices, the Mining Industry Occupational Safety and Health (MOSH) programme (see page 20), 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 to promote 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.

The Khumbul'ekhaya programme has various critical components for safe mining operations, which are followed by all Northam's operations.



More details are available on the
Khumbul'ekhaya website,
<https://www.safetyandhealthinmining.co.za>.

Mine Health and Safety Council

Through the Minerals Council of South Africa, we are connected to the South African Mine Health and Safety Council (MHSC), a national platform that uses research and legislation to improve and promote occupational health and safety in South African mines. The MHSC has united Government, the mining industry and organised labour to develop minimum standards for the South African mining sector. It also advises the South African Government on suitable regulation to support mining health and safety. The MHSC has set occupational health and safety milestones for the industry up to 2024 in areas including elimination of fatalities and injuries, noise-induced hearing loss, occupational lung diseases, and tuberculosis and HIV/AIDS. Northam has reached, or exceeded, these milestones in most areas.



Martha Pebetse Mahalala,
Underground vehicle driver
at Booyesendal

Meeting new regulations

We respond to all new legislative developments relevant to our operations, such as complying with new requirements for fire-retardant belting for conveyors. In F2024, we are incorporating upcoming legislation

on people and vehicle detection systems. Previously, these systems only needed to give operators a detection warning, while the new regulation requires vehicles to stop automatically if there is no response from the driver.



Health, safety and wellness: Our approach to safety continued

Northam safety campaigns

A number of safety related initiatives and campaigns have been rolled out across the group.

In addition to Khumbul'ekhaya, Northam's operations run safety programmes such as 'Sonke Sihlangene' and 'Count me in' at Eland, 'Hlokomela tau' and 'I am Important' at Booysendal and 'Phakhamisa-Ihhashi' (Horse Race for Safety) at Zondereinde. We aim to raise awareness of health and safety risks throughout our operations and to emphasise that safety needs to be everyone's primary concern.



Phakhamisa-Ihhashi



Count me in



I am important



Hlokomela tau



Health, safety and wellness continued

How we reduce risk

We identify inherent health and safety risks at our operations using baseline risk assessments that consider each operation's production type and unique characteristics. We then engineer each site's inherent risks using a range of leading industry practices.

Mechanised mining

Across our operations we are increasing our use of mechanised mining techniques, which removes our people from the rock face and away from risks posed in those areas. Mechanised mining has its own risk profile, but reduces inherent risks especially relating to fall of ground.

Zondereinde

Zondereinde is the deepest platinum mine in the world. Its operations are characterised by deep underground rock mining at depths of 1 100 to 2 300 metres below surface. One of Zondereinde's specific challenges is the high underground temperature created by virgin rock temperatures of up to 72°C at the deepest levels of the mine. These temperatures present an inherent risk to our people working underground and we have developed specialist systems to ventilate and cool underground working areas to below 29°C. Bulk air cooling and a hydropower system used to drive underground machinery uses chilled, high-pressure water, while the cold exhaust spray from tools helps to cool the surrounding air. Above- and below-ground refrigeration units provide both the bulk air cooling and chilled water for hydropower water. We have 56 MW of refrigeration installed on

surface and 14 MW underground. In May 2023, we commissioned a new project on surface to add an additional 16 MW refrigeration capacity, which will increase our cooling capacity for chilled hydropower water and bulk air cooling.

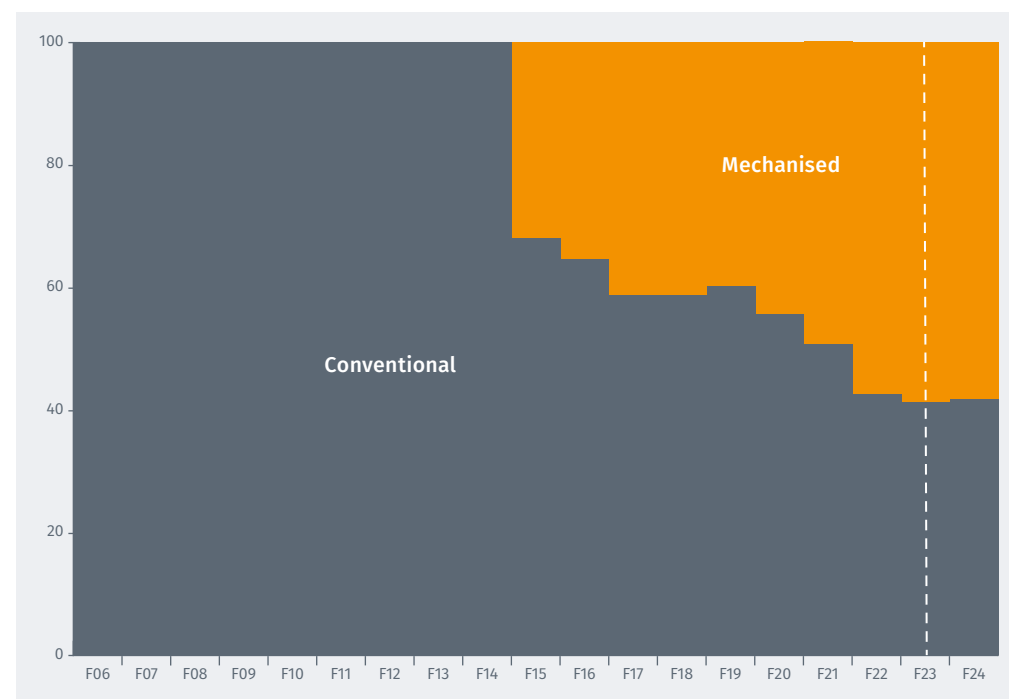
3 Shaft was introduced at Zondereinde, among others to:

- Reduce travelling distance to working areas as well as reducing working hours. This will assist in fatigue management
- To improve environmental conditions through efficient bulk services such as refrigeration plant and cold air introduced to workplace via the 3 shaft.
- Reduce congestion in haulage and risk of men and locos incident as 3 shaft transports men to working areas via chairlifts

The security of electrical power presents a significant risk to Northam and, specifically, to the safety of our underground personnel at Zondereinde. In the event of complete and sudden loss in electrical power supply, it will be essential to provide sufficient back-up power, generating capacity to immediately proceed with the evacuation of employees, and to maintain environmental conditions and retain

Conventional vs mechanised mining split

% oz production



the integrity of infrastructure for the duration of the blackout. To prevent, contain and mitigate the emergency situation and the associated effects thereof, an additional 25.4MW emergency diesel generating capacity will be installed to ensure the safety and health of our employees in the event of a complete or partial grid failure. Installation is currently in progress and will be

completed during the first half of F2024. These measures will also ease the pressures from load curtailment.



For more information on energy management, please refer to page 62.



Health, safety and wellness: How we reduce risk continued

Booysendal

Booysendal is a mechanised mine consisting of six underground mechanised mining modules. Booysendal has established processes to address the operation's inherent risks. In F2022, the mine introduced a new shift pattern, which supports safe working by reducing/targeting fatigue, which our analysis shows is when most near misses and accidents happen. See our case study on page 30 for more detail.

Our geotechnical team at Booysendal is responsible for identifying and analysing geotechnical risks, especially hanging walls at the mine face. The team carries out daily borehole camera surveys to analyse rock conditions and potential stability issues on each working face of the mine. Any identified issues are communicated immediately to underground and surface teams.

The engineering team is responsible for addressing risks in the mine's shafts and mining sections. High-risk areas include conveyor belts – while all conveyors have correct guarding of moving parts, we addressed a need to identify illumination concerns. We have designed and installed new conveyor lighting systems to improve visibility of spillages, and to allow for safe clean-ups and maintenance.

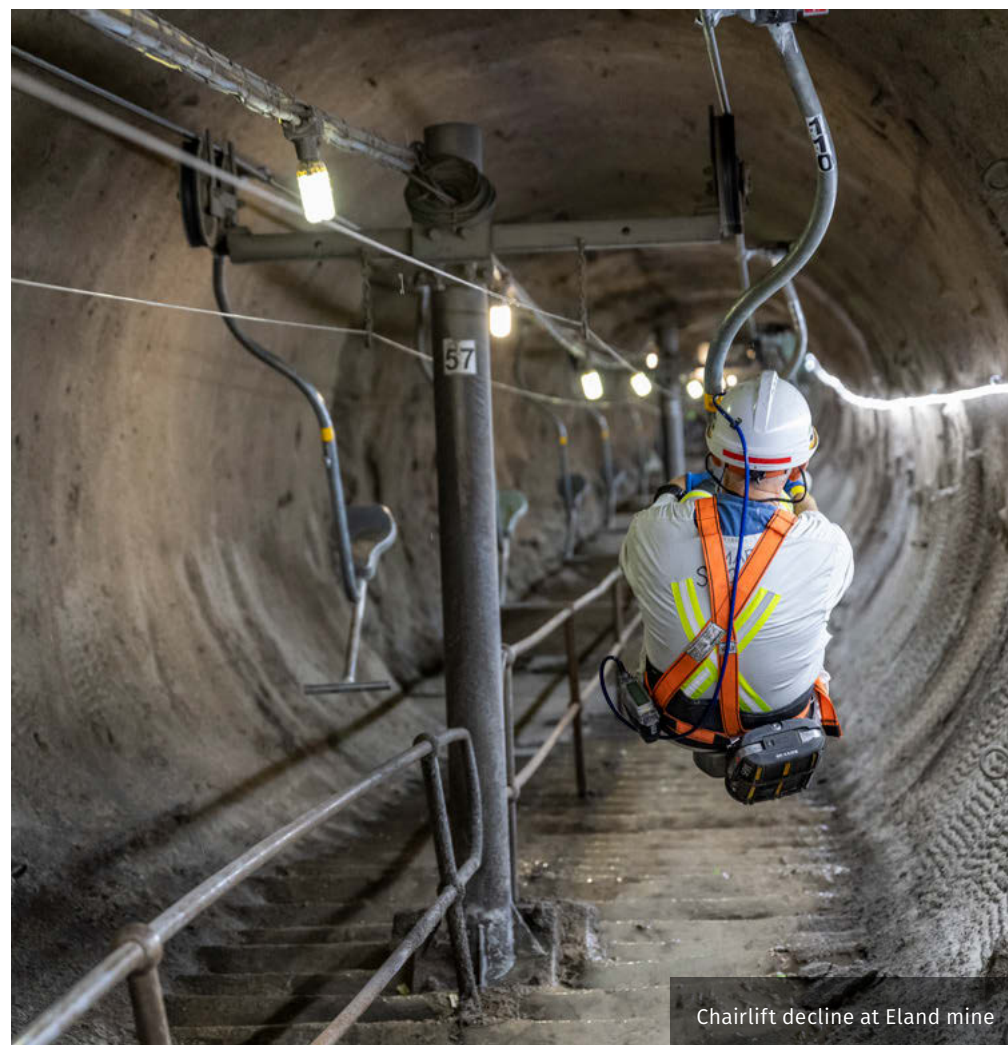
Eland

Eland is a hybrid operation consisting of three underground hybrid mining modules and one open pit mining module. In a hybrid mining method, stoping and raising is done with handheld machines, which exposes operators to safety risks, including possible falls of ground. Development of the orebody through declines and strike drives is done through mechanised rigs, LHDs and conveyor belts.

High-quality illumination reduces underground risks by making it easier to estimate the shape, size and depth of objects and hanging walls underground. It also improves barring, installation of supports and identification of geological features, hairline cracks and joints opening, which can lead to safety hazards in underground operations. Eland is now considered a leader in underground illumination practices and is a demonstration site for the mining industry in South Africa.

Eland has established routine safety practices to address inherent safety risks. With a shear zone above the ore reef, it requires a specific strategy to reduce the risk of fall of ground.

- Eland installs permanent blasts on mesh in the hanging wall close to the face before every blast.
- It has also introduced FOG light devices for detecting rock movement and visually warns people of rock movement.
- It shortcretes strike development on reef while it installs blast on mesh on raises and winzes.
- In-stope bolting is also done routinely to prevent falls of ground.



Chairlift decline at Eland mine



Health, safety and wellness: How we reduce risk continued

Adopting industry-wide practices

Since 2003, the Mining Industry Occupational Safety and Health (MOSH) has promoted leading risk management practices across the South African mining industry. The MOSH Leading Practice Adoption System remains one of the primary vehicles to improve performance and achieve the safety goals and milestones set by the mining industry.

A particular area of focus relates to fall-of-ground risks. Northam has adopted MOSH initiatives, depending on our mines' characteristics and risk profiles, as shown. Since the last fatality, Zondereinde has achieved one million fatality-free shifts. Neither Booyensdal nor Eland have had a fatality since inception.

Booyensdal's performance is exceptional: operating for over 12 years and eight million fatality-free shifts (Booyensdal North mine with six million and Booyensdal South mine with two million). As a result of Booyensdal's effective risk management, it has become a demonstration mine and receives visits from mining specialists to see our risk management processes in action.

At Eland, operations began in 2017 and the site has recorded its first million fatality-free shifts.

MOSH-led practices to mitigate hazards:

Noise hazards	Zondereinde	Booyensdal	Eland
Hearing Protection Device: Training, Awareness and Selection (HPD TAS)	✓	✓	
Falls of ground hazards	Zondereinde	Booyensdal	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	Zondereinde	Booyensdal	Eland
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



**MINING INDUSTRY
OCCUPATIONAL
SAFETY & HEALTH**



Health, safety and wellness: How we reduce risk continued

Additional leading practices

In addition to MOSH-leading practices, we apply additional industry-leading practices including:

- Backfilling at Zondereinde to provide essential roof support in mined out areas. By filling mined out areas, we reduce space that requires ventilation and cooling
- Hydropower mining equipment at Zondereinde and hydropower drill jigs at Eland
- Daily borehole camera surveys to analyse rock conditions and potential stability issues on each working face at Booyensdal and Eland
- Seismic monitoring network and seismic hazard communication and awareness system at Zondereinde

Safety and health challenges

Northam is a growing company and since 2015 our workforce has more than doubled from 10 156 to 22 368 people. As well as the natural turnover of existing employees, we have large numbers of new employees joining our operations. Building and maintaining a mature safety culture and improving our safety performance against this backdrop is an ongoing and complex challenge that requires our continued attention.

We continue to focus on safety training for our people and clear communication across our operations as essential elements for creating and maintaining the behavioural side of safety risk management, which require ongoing repetition and reinforcement.

The main causes of injuries at our operations are slips, trips and falls, material handling, trucks and tramping, tools and equipment, and fall of ground. We take seriously our responsibility to train new employees and contractors in these risks, along with our processes, safety culture and mindset, so they can, effectively, contribute to our goal of eliminating fatalities and injuries. It can take up to four months of training before an unskilled new employee can start working in our operations.

We continue to focus on safety training for our people and clear communication across our operations.



Ngcobo Zile, Metallurgical assistant at Zondereinde



Health, safety and wellness continued

Safety performance

Our safety and health performance in F2023 was mixed, with positive results in some performance areas reflecting ongoing improvements to the quality of our safety leadership and operational risk management.

However, lost time and reportable incidents increased by 34% and 24% respectively, total injuries increased by 19%. We continue to focus on identifying and mitigating high-potential hazards, learning from high-potential incidents to improve our safety performance.

Group safety performance per million hours worked

	Unit	2023	2022	2021	2020	2019
Fatal injury frequency rate (FIFR)	Pmmhw	0.08	0.06	0.06	0.04	0.04
Total injury frequency rate (TIFR) ¹	Pmmhw	6.89 ^{LA}	6.64	5.77	6.57	8.13
Lost time injury frequency rate (LTIFR) ¹	Pmmhw	4.50 ^{LA}	3.85	3.00	3.92	4.66
Reportable injury frequency rate (RIFR) ¹	Pmmhw	3.25 ^{LA}	2.99	2.06	2.42	3.24
Fatalities recorded	number	3 ^{LA}	2	2	1	1
Lost time injuries recorded	number	179	134	93	104	128
Dressing/medical treatment cases	number	95	97	86	70	95
Man hours worked	number	39 745 138	34 808 323	31 019 574	26 497 088	27 443 453

Pmmhw: Per million manhours worked

¹ Reporting in 200 000 manhours worked:
Total injury incidence rate (TIIR): 1.38^{LA}
Lost time injury incidence rate (LTIIR): 0.90^{LA}
Reportable injury incidence rate (RIIR): 0.65^{LA}

13 years

Fatality free at Booyseendal
Since its inception in 2010

8 million

Fatality-free shifts at Booyseendal

1 million

Fatality free shifts at Eland
and Zondereinde

179 LTI^{LA}

Lost Time Incidents in F2023
F2022: 134

3^{LA}

Fatalities at Zondereinde

2.1%

Decrease year-on-year of dressing/
medical attention cases

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

Mr Mosetlha David Matlhoahela, a 54-year-old Winch Operator with 23 years' service, was fatally injured from a mudrush and winch-related accident on 27 September 2022.

Mr Patrick Mokhachane, a 59-year-old Development Team Leader with 30 years' service, was involved in a fatal accident while he was operating a water loader during cleaning operations at the end of a night shift on 21 October 2022. Patrick was airlifted to a trauma unit in Johannesburg but died from injuries sustained in the accident.

Mr Mogapi Silas Ntshabele, a 49-year-old General Labourer with nine years' service, was fatally injured on 14 December 2022 during an operation to recover a broken winch when he was struck by a flat material car.

We extend our sincere condolences to their family and friends.

All incidents were fully investigated by our management in conjunction with the Department of Mineral Resources and Energy and our unions. Preventative controls have been put in place to prevent re-occurrence of the incidents. The investigations are strictly governed by the Mine Health and Safety Act.



Health, safety and wellness continued

Health and wellness

Keeping our people healthy and well is not only important to Northam, but also in the communities where we operate, as it can contribute to healthier and more aware communities.

We have health and wellness programmes at all our operations and we welcome employees and local communities to participate. Programmes include voluntary testing and counselling for HIV/AIDS, and a free and confidential Employee Wellness programme (EAP) with access to a 24/7 helpline with counsellors to assist employees on personal and mental health issues, such as family issues, financial troubles, substance abuse, work-related challenges, and support for grief, bereavement or trauma. All employees have access to medical specialists, hospital care, pharmacies, radiology and pathology services. We provide these health services through an onsite clinic at Zondereinde. At Booyssendal and Eland, offsite third party health providers offer healthcare services.

Our health and wellness systems cover all employees and contractors, and we divide our approach into two distinct areas: occupational healthcare and primary healthcare.



Thembi Mthomobothi Mechanised miner at Booyssendal

Occupational healthcare

Focused on reducing health risks associated with our business operations. Our goal is to maintain occupational diseases and other health conditions at acceptable levels.



Primary healthcare

Focused on supporting the overall health and wellness of our people, including general physical and mental health, and lifestyle diseases such as HIV/AIDS, diabetes, hypertension and heart disease. We continue to focus on our long-standing testing and treatment programme for HIV/AIDS, and infection control and management of tuberculosis (TB).



Health, safety and wellness continued

Occupational health

We have policies and programmes to promote health and prevent occupational diseases in the workplace. The early diagnosis and treatment of ailments that could incapacitate an individual or lead to disability are key to the success of any occupational health programme.

Our employees undergo annual medical screening, including mandatory occupational medical tests alongside tests for general health. In F2023, 18 085 permanent employees and contractors completed the screening (F2022: 19 376).

Tuberculosis

Tuberculosis (TB) is a disease frequently associated with mining operations due to the nature of the work involved and high-density housing for many mine workers. TB is an opportunistic, communicable infection and 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. TB incidence in our operations has seen a downward trend over recent years and the prevalence rate for Northam employees remains constant at 0.1% (F2022: 0.1%). Our incidence rate goes beyond the MHSC 2024 milestone of being at or below the national TB incidence rate.

Noise-induced hearing loss

Prolonged exposure to damaging noise levels in mining and can cause noise-induced hearing loss (NIHL), which is a gradual loss of hearing sensitivity. We comply with the regulated noise threshold levels of 110dBA or below at all operations and implement measures to limit noise levels from machinery or underground equipment.

Employees must adhere to our operating standards for personal noise protection. All employees are issued with PPE that reduces noise exposure to below 85dBA. We continue to raise awareness of NIHL among our people and test hearing as part of our annual medical screening process. In F2023, we detected 34 new cases of NIHL compared to 10 in the previous reporting period. We have muted machines making excessive noise and given customised noise-reduction PPE to operating personnel. Across all operations, we aspire to meet or exceed the MHSC milestone for eliminating NIHL and not exceeding noise levels of 107 dBA.

Occupational lung disease

In the Bushveld complex, the rock we mine does not contain quartz, a main cause of occupational lung disease in mine workers. This eliminates the risk of silicosis and occupational lung disease directly from our operations. Across our operations, we meet the MHSC milestone that 95% of exposure measurement is below the exposure limit for platinum dust. We employ engineering solutions, such as hydro-powered mining equipment at Zondereinde and mechanised mining at Booyssendal, to

significantly reduce employee exposure to both dust and noise. We also work hard to ensure employees adhere to PPE requirements. During the current reporting period, we identified one case of silicosis in F2022, relating to an employee at the Zondereinde mine with previous exposure in gold mines. The employees found to have silicosis are being monitored.

Tuberculosis (TB)

	2023	2022	2021	2020	2019
New reported cases	30	33	32	38	61
Total number of cases	30	33	32	44	86
Employees on treatment	20	23	15	21	25

New cases of noise-induced hearing loss

	2023	2022	2021	2020	2019
Zondereinde	28	9	19	9	24
Booyssendal	5	—	5	3	4
Eland	1	1	—	—	—
Total	34	10	24	12	28



Health, safety and wellness continued

Employee wellness

Our employee wellness policies and programmes promote health and prevent occupational disease in the workplace. Early diagnosis and treatment of ailments that could incapacitate an individual or lead to disability is key to the success of any occupational health programme.

Lifestyle diseases and mental wellbeing

A positive side effect of the COVID-19 pandemic is that we have enhanced our approach to employees' health and wellbeing, improving our focus on identifying and supporting employees with underlying health conditions. Beyond our long-standing focus on HIV/AIDS (see below), we screen our people every year for chronic and lifestyle diseases such as diabetes, high-blood pressure (hypertension) and heart disease, with subsequent treatment and monitoring.

We also focus on our peoples' mental health and on prevention and counselling for drug and alcohol abuse. To maintain healthy and safe operations, all personnel on site are tested randomly for traces of drugs and alcohol before entering the premises. Our focus on women in mining and raising awareness of gender-based violence (see people section) also has a positive effect on employee wellbeing.

Northam employees and contractors receive wellness support and counselling through an employee assistance programme provided by an independent service provider (ICAS). Specific services include counselling for stress, depression, substance abuse, domestic abuse, or financial management.

HIV/AIDS: Our performance against UNAIDS targets

Our 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 with ongoing awareness programmes, voluntary counselling and testing (VCT), and focusing on early detection and access to anti-retroviral therapy (ART). With these successful initiatives, we can make HIV/AIDS a manageable disease.

We subscribe to the Joint United Nations Programme on HIV/AIDS (UNAIDS) 95:95:95 goals. With onsite primary and occupational healthcare services at Zondereinde, we can monitor our performance against the 95% UNAIDS goal. At Eland, our third party health provider Platinum Health has started to provide data on the HIV/AIDS status of the Eland workforce. We are unable to collect data for employees at Booyssendal. Our Zondereinde and Eland operations account for 64% of our employees and provide a good indication of our performance across Northam.

People with HIV and aware of their status

Zondereinde

91%

Target 95%

Eland

81%

Target 95%

People with HIV and receiving treatment

Zondereinde

95%

Target 95%

Eland

71%

Target 95%

People receiving treatment and have their viral loads suppressed

Zondereinde

88%

Target 95%

Eland

90%

Target 95%



TOP

5

MATERIAL
TOPIC

Material topic

Ability to attract and retain talent: Northam is a people-orientated business

The mining industry is facing a period of unprecedented change and technological advancement. Against this backdrop, our people remain our greatest asset.

At its heart, Northam is a people-orientated business and it is the knowledge, skills, and adaptability of those who work for us that drives our success. Our goal is to attract, retain and develop the best employees, while creating a diverse and inclusive workplace infused with a culture of respect and care.

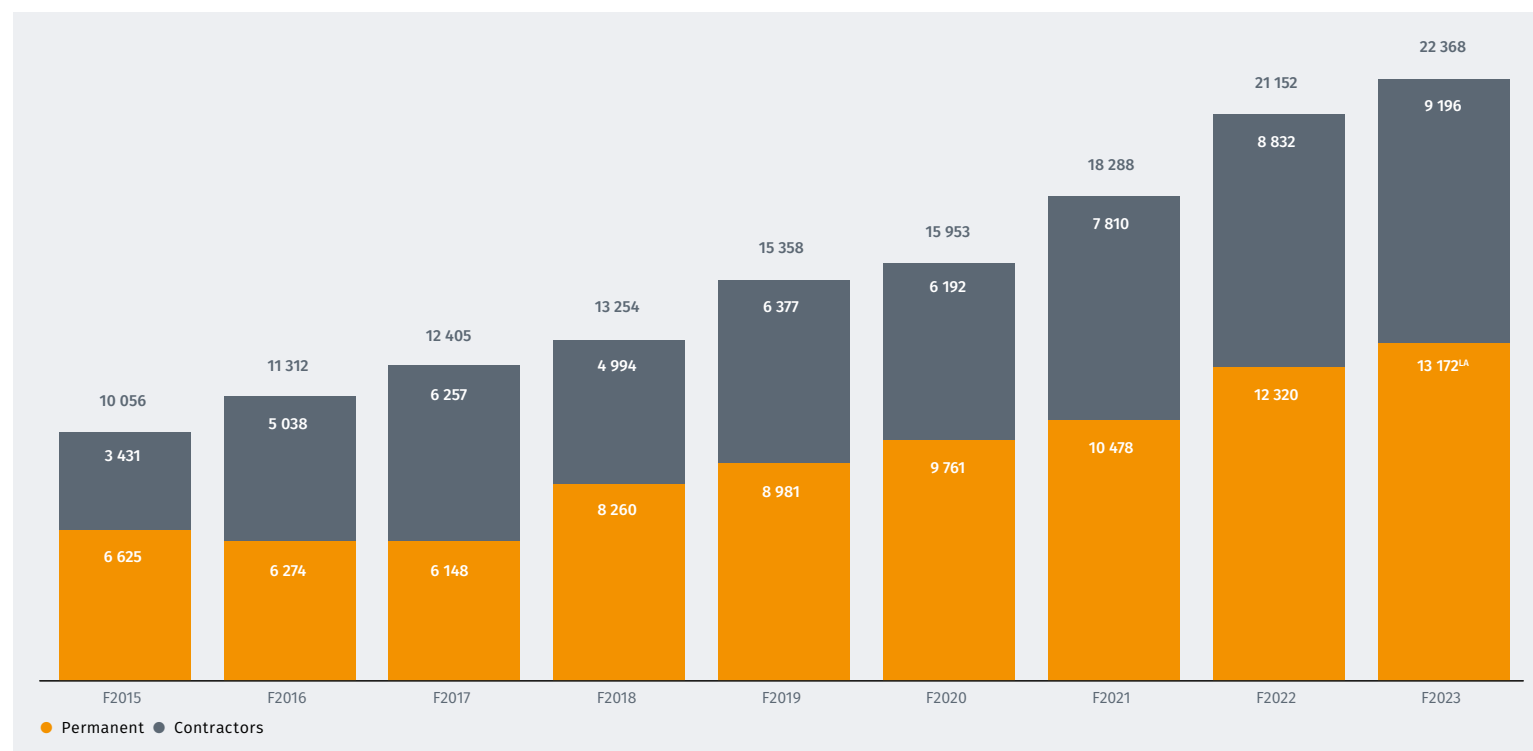
We prioritise the dignity, safety, and well-being of all workers and stakeholders impacted by our operations. Our code of ethics and conduct sets the standard for human rights compliance, protecting our employees from discrimination and harassment and addressing fair employment, freedom of association, and grievances.

12 312

direct new sustainable jobs
created since F2015

Total workforce

Total number of permanent and contractor employees



Workforce breakdown F2023

Group

22 368^{LA}

F2022: 21 152

Zondereinde

11 240

F2022: 10 721

Booyseendal

8 001

F2022: 7 102

Eland

3 127

F2022: 3 329



Striving to be an industry-leading HR function that harnesses people's strengths and potential to propel Northam Platinum to new frontiers



Our people strategy is centred on achieving human resources excellence, which serves as a foundation for our organisation's overall performance and enables Northam's ongoing success

To support Northam's strategic growth and continued sustainability by creating a people-focused environment that sets the business up for success

In our people strategy, excellence is the guiding principle that weaves through all our initiatives. By **cultivating a culture of excellence**, supported by technology-driven HR solutions and a strong focus on talent development, we empower our employees to reach new heights and propel Northam's ongoing success in the competitive market.

Regularly assessing and fine-tuning our people approach ensures we remain competitive and flexible in a dynamic business environment. In F2023, we updated our people strategy to ensure it is aligned with Northam's goals and the needs of our employees.

We aim to empower our employees, creating a team of **capable, diverse and confident** people and strengthening our organisational capabilities. We are doing this by enhancing the overall employee experience at Northam, prioritising learning and development, and transforming our culture through **diversity, equality and inclusion**.

We recognise the transformative power of technology and we are harnessing HR technologies to enhance efficiency, streamline processes, and deliver accessible employee experiences. We aim to optimise our HR operations through technology, enabling our employees to focus on delivering excellence in their roles and contributions.

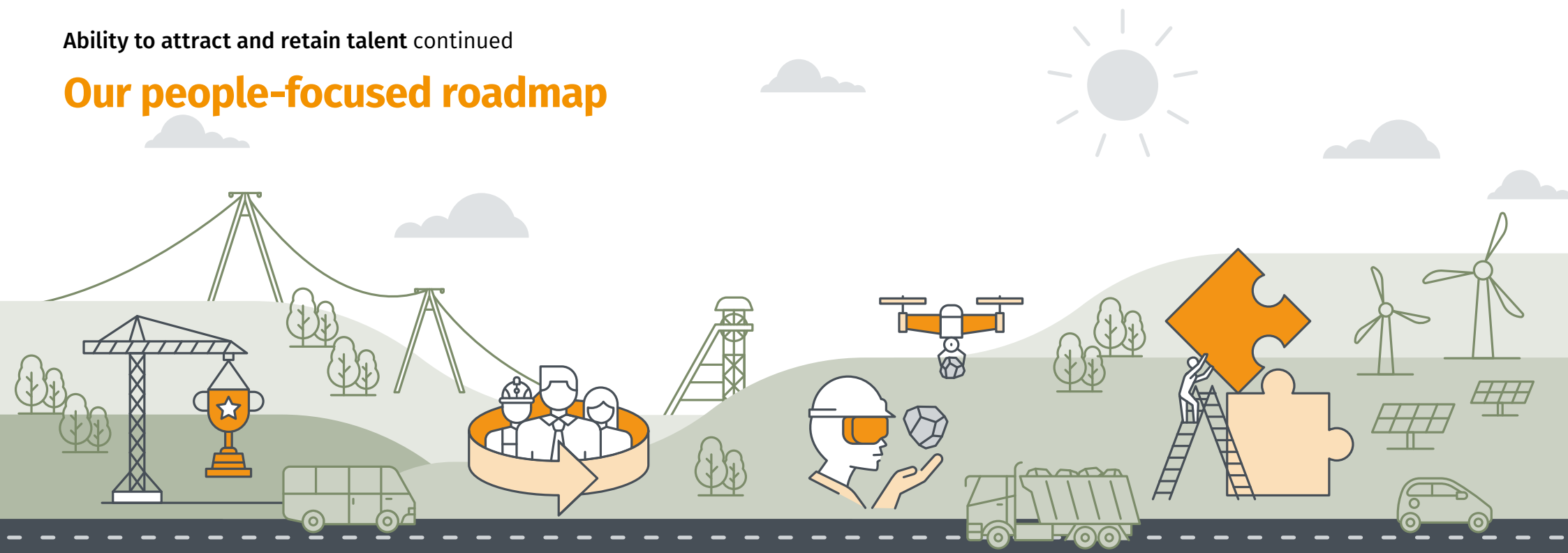
Learning and development also holds a key position in our people strategy. We understand that investing in the growth and upskilling of our employees not only fosters their personal development, but also enhances their opportunities for advancing their careers. Through targeted training programmes and continuous learning initiatives, we empower our employees to continually adapt and excel in their jobs.

Attracting and retaining top talent is another pivotal aspect of our people strategy. We recognise the immense value that exceptional individuals bring to our organisation, and direct our efforts towards creating an attractive work environment in which talented professionals are drawn to thrive and grow. By prioritising employee well-being, offering competitive remuneration, and nurturing a culture of respect and inclusivity, we aim to not only attract, but also retain the best talent in the industry.



Ability to attract and retain talent continued

Our people-focused roadmap



1. Laying the foundations for success

Care, respect, and integrity lie at the heart of creating a successful people foundation for Northam. Our unwavering commitment to our employees and shareholders is evident in how we do business responsibly. Operationally, our people strategy focuses on establishing a blueprint to standardise our policies, processes, ways of work and structuring. We aim to ensure Northam can manage its HR function effectively, realising efficiencies, creating lasting practices, and setting the tone for how we do things at Northam.

2. Creating sustainable people practices

Creating an environment in which our employees can thrive at the forefront of Northam's people agenda.

Northam will focus on **creating sustainable people practices**, which we will leverage to differentiate Northam from our peers. By fully embracing the spirit of diversity across our organisation, we are able to supplement business practices within the HR value chain, while creating a work environment that is safe, fair, inclusive and progressive.

3. Futureproofing our business

It is critical that we **invest in our people** to fill the industry skills gap, to ensure we have the right talent to develop capable employees, and to deliver our growth strategy. We seek to futureproof Northam by understanding skills required now and in the future. Bolstering our talent pipelines is a key focus for our long-term success. By identifying and tracking core and critical skills, we will ensure succession planning is in place across Northam, and create more opportunities for the development, recognition, and mobility of our employees.

4. Fit for purpose Northam culture

Organisational culture is an ever-evolving and complex journey, anchored by the norms, behaviours and ways of work that makes it unique to a particular organisation. We will focus on enhancing Northam's values, **creating a tangible leadership philosophy and behaviours** with clear guidance on how we do things at Northam. With a focus on reinvigorating Northam's culture, we will proactively seek to solve matters raised through our employee engagement initiatives.



Ability to attract and retain talent continued

Attracting and retaining talent

To meet our existing business needs and support our growth, we work hard to retain existing employees and support their learning and development, as well as invest in sourcing new, high-quality talent.

Finding and keeping skilled employees has always been a widespread challenge within the mining industry. Remote or isolated locations and physically demanding work environments can deter young people from entering the industry and contributes significantly to employee turnover. In addition, Northam operates in areas with high competition for talent. The Eastern Limb Bushveld complex, which is home to, approximately, 75% of the world's platinum reserves, offers mining talent a wide range of employment options. Out of more than 12 312 direct, sustainable jobs created over the past eight years, 1 216 have been created over the past year. Since we launched our growth strategy in F2015, our workforce has more than doubled from 10 156 to 22 368 people. See graph opposite.

In line with our industry peers, we benefit from both permanent employees and contractors at our operations. In F2023, our workforce comprised 59% permanent employees and 41% contractor employees. Our employee turnover rate in F2023 was 8.7%^{LA}, 1.4% up from 7.3% in F2022. Over recent years, employee turnover has steadily increased due to natural attrition and revived mining activities in the Bushveld mining complex.

We aim to minimise employee turnover as much as possible, while accepting that this is a natural part of any mining operation. To offset this challenge, we offer our employees competitive pay and benefits packages, high-quality living conditions, and contribute towards employee home ownership (see page 31 for more details). We also provide support, amenities, and infrastructure to our employees to enhance not only their quality of life, but also that of their families.

Northam aspires to be an employer of choice; we are investing in key areas to continue to attract and retain talented employees. These include embracing technology, improving working conditions with a particular focus on safety and wellbeing; providing skills development and opportunities for career advancement, widening the external talent pool by developing skills within our local communities and seeking a diverse workforce, and succession planning and recruitment from within our existing workforce.

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.

R7.3bn

Total wage bill F2023
Excludes long term incentives

1 362

Learning programme participation F2023

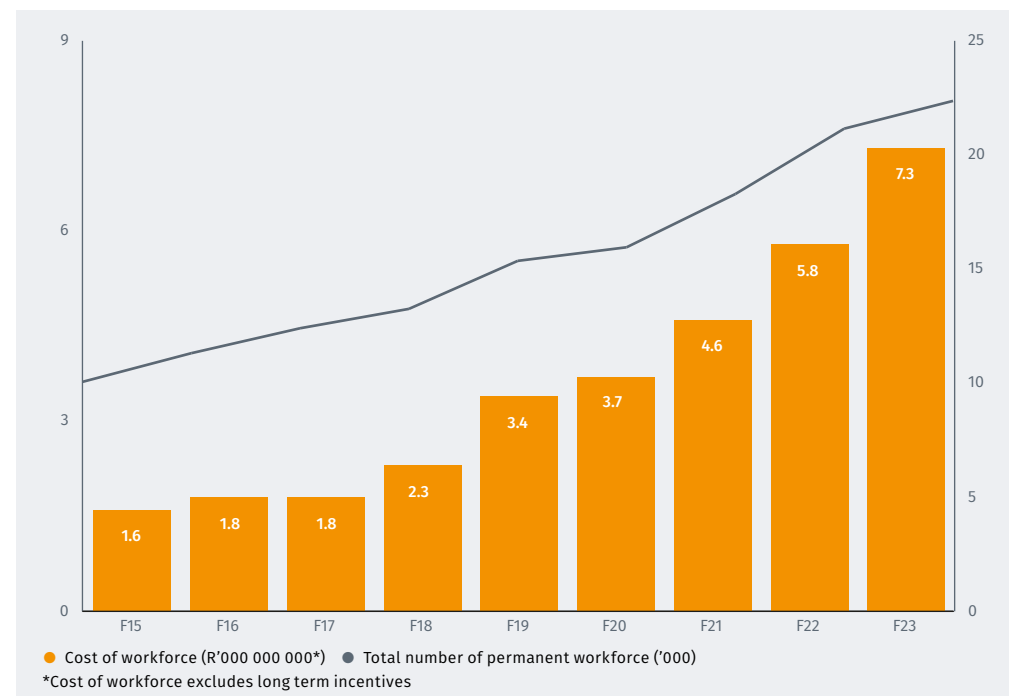
3 679

Employees that received parental leave F2023

658

Employees supported to be homeowners F2023

New direct sustainable jobs created since F2015





Ability to attract and retain talent continued

Changing our shift pattern to reduce turnover

Booyseendal operates in an area with a competitive labour market. This has recently resulted in higher employee turnover, especially for lower-level and critical skilled workers, who are attracted to new projects and local mining operations.

We already offer competitive employee compensation packages, so, in F2022, we reviewed our shift pattern with the aim of retaining and attracting employees, improving their work-life balance and reducing their fatigue levels.

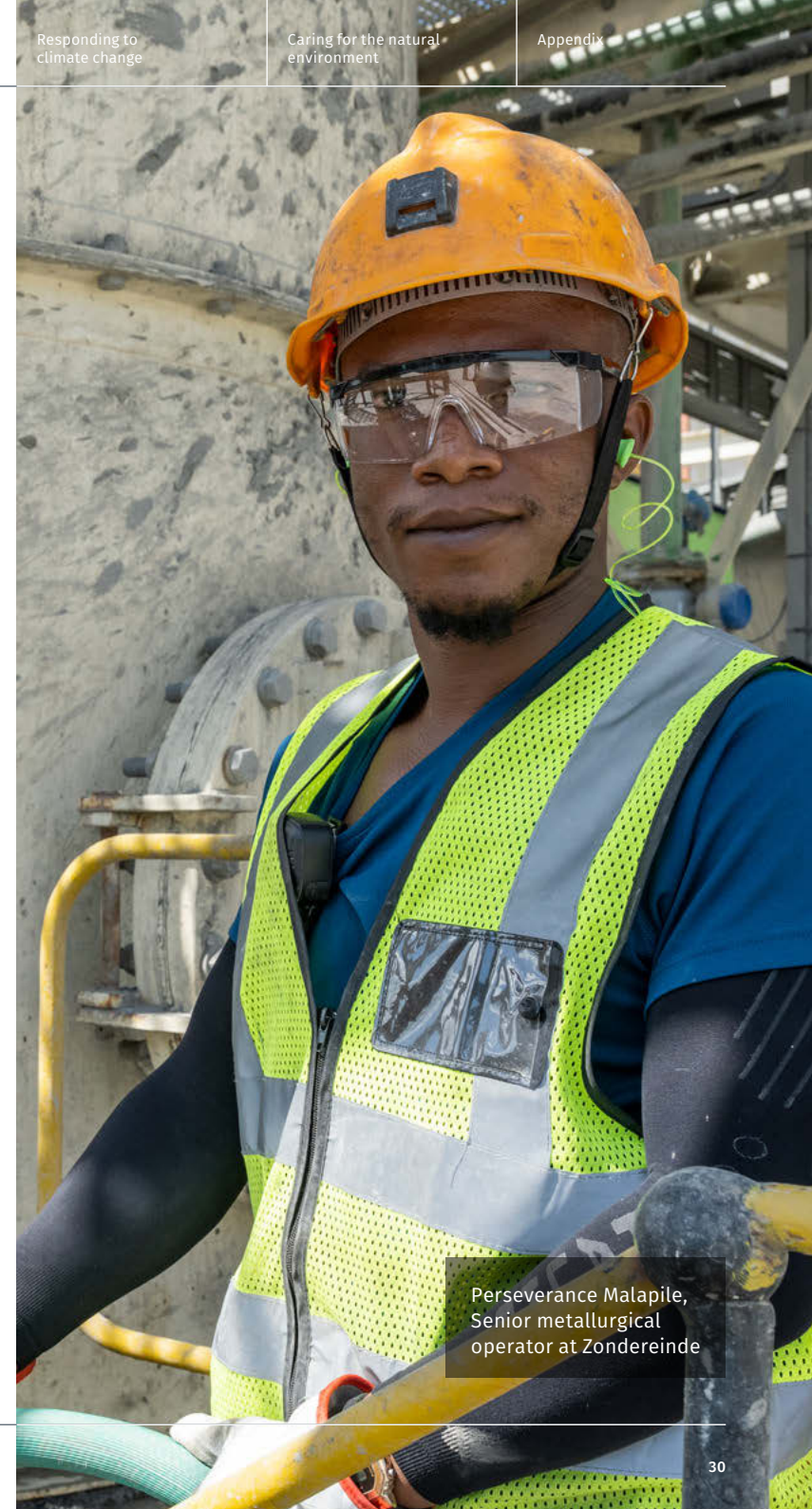
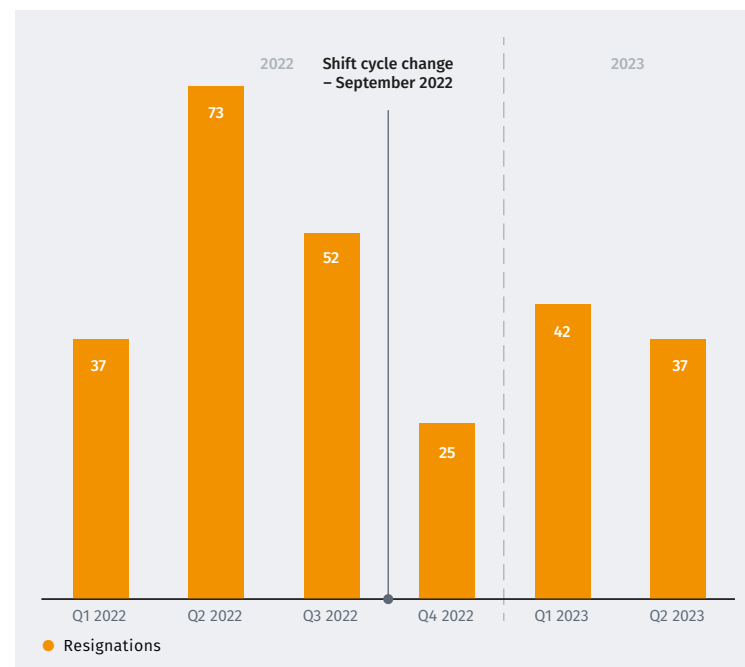
Following the review, we changed our shift system to a 5 x 5 x 5 pattern: a shift works for ten days (two five-day shifts) followed by a full five days off. We introduced this new system in September 2022, to replace the previous three-shift cycle pattern, where employees worked from Monday to Friday.

Over nine months since introducing the new shift pattern, overall turnover at Booyseendal has fallen by almost 36%, and for some individual roles, the reduction in turnover has been more than 50%. In addition, former employees are returning to join Booyseendal.

The new system has been designed around circadian rhythms and helps to avoid fatigue at the end of a longer set of shift days, which is where we see a higher incidence of near misses and accidents.

→ Refer to Impact on Safety on page 19.

Booyseendal – turnover pre-shift cycle vs post-shift cycle change
Resignations – positions with most turn over pre-shift cycle change vs post-shift cycle change



Perseverance Malapile,
Senior metallurgical
operator at Zondereinde



Ability to attract and retain talent continued

Housing and living conditions

Northam places a premium on ensuring our employees have access to high-quality accommodation and living conditions. This supports our goal of being the employer of choice in the communities where we operate.

We promote homeownership as the preferred option for employee housing, although we recognise that renting and company-provided accommodation will always be required. We are committed to helping our employees buy their own homes and support them with purchasing options and financial assistance.

A major pillar of our accommodation strategy is building affordable developments, consisting of two- and three-bedroom houses that are close to our operations and in safe environment with all necessary amenities close by, such as schools and shops.

Developments and private sales

Eligible employees looking to buy a house can apply for a substantial interest-free company loan of up to 30% of the purchase price (up to a maximum of R300 000). To qualify, houses need to be near the employee's workplace and can be in a Northam development or bought from the open market.

Northam's housing developments

We are in the process of building a new housing development, Lesedi Village, near to Zondereinde. The development consists of 215 housing units that will be built in three stages

at a cost of R159 million. The first 72 houses were completed in F2023 and 55 of these have been registered for purchase. We are aiming to complete the entire development by F2028.

At Booysendal, 55 of 68 completed housing units within the Emaweni village home ownership project will have been registered by the end of F2023. The second phase of the project is under construction and will build an additional 127 units, due for completion by 2028 at a cost of R120 million.

In addition, both developments have completed environmental impact assessments and all construction incorporates energy saving measures such as solar hot water systems. Once complete, indigenous trees will be planted on all stands.

Through the construction process, the projects have created short- to medium-term job opportunities for local skilled and unskilled labour and small, medium and micro enterprises (SMMEs). The majority of the Northam-developed units are sold to first-time homeowners. This is of particular significance in South Africa, as poverty, youth unemployment and property rentals are at an all-time high.

Since the start of our homeownership policy in 2018:





Ability to attract and retain talent: Housing and living conditions continued

Open market purchases

Support for employees at Eland is for open market sales only as there is ample stock available in the vicinity of Brits, Hartbeespoort, Pretoria and related residential areas. To date, we have assisted 102 Eland employees to purchase their own homes. 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.

Living conditions June 2023

Zondereinde	30-Jun-23
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	55
Freehold homeownership units (Lefika – Northam Town)	69 ^{LA}
Number of units sold	69
Lesedi Village Development, Northam town	72 ^{LA}
Lesedi Village Project to date expenditure	R 83 148 863
Number of home loans relating to Mojuteng	402
Loan value provided to employees	R 122 643 545
Number of interest free home loans	384
Interest-free home loans provided to employees	R 86 442 784
Number of employees receiving living out allowance	5 076
Living out allowance paid to employees	R 214 844 673
Booyseindal	30-Jun-23
Freehold rental units (company owned)	71
Number of units rented	60
Emaweni Phase 2, Lydenburg Town Ext 78	127
Emaweni Phase 2 Project to date expenditure	R 16 319 467
Freehold homeownership units – Emaweni Phase 1, Ext 79	68 ^{LA}
Number of units sold	55
Number of interest-free home loans	172
Interest-free home loans provided to employees	R 47 587 041
Number of employees receiving living out allowance	3 846
Living out allowance paid to employees	R 239 797 443

Eland	30-Jun-23
Number of interest-free home loans	102
Interest-free home loans provided to employees R	R 29 136 142
Number of employees receiving living out allowance	1 696
Living out allowance paid to employees	R 92 599 660

Northam allows a percentage of the company developments to be sold to the open market





Name:
Advice Letshela

Position:
Conveyor Foreman – Concentrator, Zondereinde

House purchase:
Setaria village, 2021

“To be able to afford a safe and secure home for my family is one of my greatest blessings. The help from Northam with the purchase administration made it a breeze. They helped with filling in the application forms, which really helped the whole process. My family now has a place to call home. I have renovated the house to my style and made it comfortable for my family to enjoy. I am grateful to Northam Platinum; I have never seen a company with such an approach to helping employees to own their own house.”

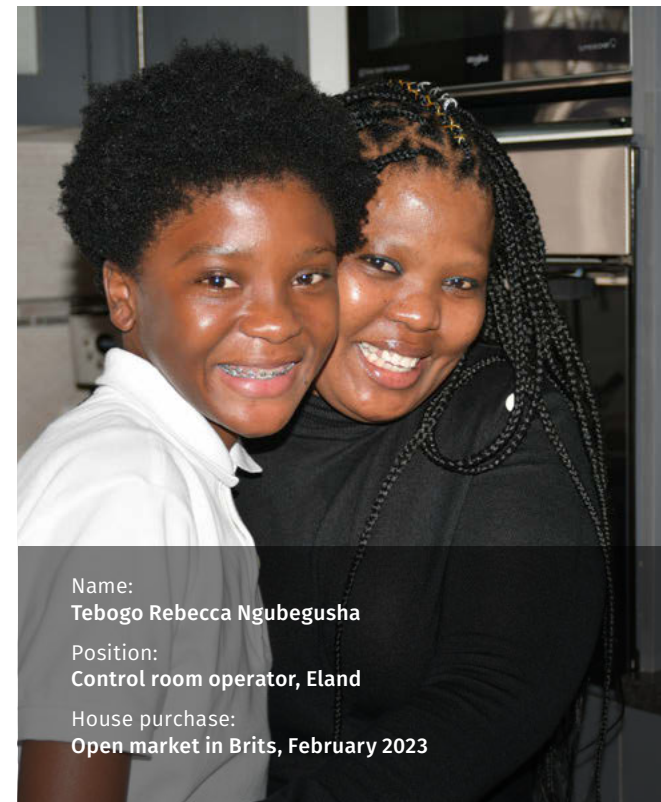


Name:
Leago Stacia Magomarele

Position:
Auto electrician, Booyssendal South

House purchase:
Emaweni village, April 2023

“My journey with Northam started when I got an opportunity for an auto electrician Learnership programme in 2019. After I qualified, I was appointed an auto electrician in 2021. Not only has Northam provided me with a career path, but its home ownership programme has significantly improved my life. The process was easy and simple, and the soft loan makes it easy to manage my finances. Emaweni village was a major factor in my decision to buy a home – it’s lovely and peaceful and fits my personality. To have a garden with enough space for my two boys to play is a dream come true.”



Name:
Tebogo Rebecca Ngubegusha

Position:
Control room operator, Eland

House purchase:
Open market in Brits, February 2023

“I have been working at Eland since 2018 for the last two years as a control room operator. I really appreciate the support provided by Northam because I have been rejected for a home loan in the past. But now, with a soft loan from Northam, I have managed to buy a first home for myself and my 13-year-old son, without touching the savings I have put aside for his future. Owning a home is a great step for my family and meant I could leave living at my parents’ house. I just want to make sure other Northam employees make use of the homeownership assistance on offer.”



Material topic: Learning, skills development and career progression

Learning and development

Learning and development is at the centre of our objective to create a capable and confident workforce.

We want to equip employees with the skills to tackle the transformation and technical disruption that the mining industry is facing. Investing in learning and development (L&D) will help our employees enhance their skills and advance their careers, while also providing the skills needed to drive our operational expertise and deliver our safety culture.

L&D is entwined with our critical need to attract and retain talent for our growing operations. A strategic approach to L&D not only creates the skills we need in the business to deliver our business goals, but it also helps retain our people as they can develop within Northam, rather than change jobs for a new career challenge. We hope that developing our employees' skills will help to insulate Northam from industry skills shortage. We also aim to attract potential new recruits and meet their career aspirations by offering them development opportunities.

We offer leadership development at various managerial levels. At supervisory level in F2023, 207 employees received training (F2022: 92), while an additional 131 enrolled in other leadership development programmes (F2022: 172). Training includes mentorship and coaching.

During F2023, we embarked on a journey to determine the leading learning and development practices we can adopt, and how we can tailor

the learning experience to individual employee needs, interests, and skill levels. We want to use different technologies to create immersive learning experiences by simulating real-world scenarios and enhancing learning engagement.

Training through virtual reality

We have successfully implemented a Virtual Reality (VR) pilot project at our Eland operation, which allows employees to immerse themselves in realistic scenarios that closely mimic challenges in real-life situations.

VR training provides a safe space for our employees to practice various Triggered Action Response Plan (TARP) scenarios without the risk of real-world consequences. This is particularly crucial in the mining industry, where safety is a top priority as mistakes can lead to severe accidents.

While VR training for TARP at Eland has numerous advantages, it is essential to consider other factors such as the cost of implementation, accessibility to VR technology, and the need for complementary training methods to ensure a well-rounded approach.

→ Please refer to page 20 MOSH initiatives and Adopting industry-wide initiatives.





Material topic: Learning, skills development and career progression continued

Learning programmes

Investing in our workforce and developing skills within our local communities is a deliberate strategy to enhance our talent pipelines.

Our learning programmes support existing employees and provide skills training and preparation for the workplace for people in our local communities. We have also increased our bursaries, internships and learnerships.

This financial year we offered 238 bursaries, 205 learnerships and 138 internships programmes to employees and local communities.

The rest of our learning programmes for 2023 are outlined in the table below:

Programmed leadership development	131
Bursary programme	238
Internship and experiential learning programme	138
Learnership programmes	205
Cadetship programme	298
Adult education and training programme	124

A learnership is a structured learning programme for gaining theoretical knowledge and practical skills in the workplace, leading to a registered qualification. We offer learnerships related to an occupation or area of work within the organisation. A learnership is outcomes based, rather than time based, which allows for recognition of prior learning. Northam offered 205 learnerships during F2023 (F2022: 175).

Community learning and capacity-building programmes



Our internship programme offers graduates a structured work experience related to the individual's field of study. In F2023, we offered 138 internships (F2022: 94) and offered 30% of interns a permanent position (F2022: 27%). We also offered 21 students vacation work experience to help them obtain their tertiary qualifications (F2021: 32).



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 F2023, we awarded 73 bursaries to full-time employees (F2022: 68). External bursaries, aligned with our Social and Labour Plans, were offered to 55 bursars from local communities.

Other bursaries were funded by the Zondereinde and Booyensdal Community Trusts, including the Northam Employee Trust, which funded 96 children, and the Community Trust, which supported 14 community members (F2022: 24).



Our cadetship programme ranges between four and six months and is offered to unemployed youths to help them acquire skills necessary to work in the mining sector in entry-level positions. In F2023, we trained 298 (F2022: 236) cadets in aspects of mining and mineral processing and offered 109 cadetships (37%) to females.



Developing South African youth

In South Africa, the youth demographic (aged 15 to 34) faces higher unemployment rates than the national average, presenting challenges to their economic participation.

At Northam, we prioritise youth empowerment and have implemented tailored programmes to support them in our workplaces and local communities. Our Cadetship programme focuses on developing skills for entry-level roles in mining and metallurgy, actively engaging young people in economic activity.

In F2023, 76% of Cadetship participants were youths, with 40% women, showcasing our commitment to gender equality. We also offer internships and graduate trainee programmes, fostering personal and professional growth and building a skilled workforce for the future. Our dedication to youth empowerment aligns with our broader goal of creating inclusive opportunities and contributing to the nation's development and prosperity.

Looking ahead

Over the next five years, our growth strategy will enable us to create an additional 1 100 direct new sustainable jobs.

Nthlomang Tumelo Mokomane
Environmental intern at Booyseindal

162

Cadets absorbed
into the permanent
workforce F2023

42%

Youth employment
offered from total
recruitment F2023



Mutual respect



We respect all our employees and their human rights as part of our commitment to creating a diverse workplace where everyone can succeed. Cooperative and open engagement with our employees, and giving them a voice, is fundamental to our growth.

Lesedi Vincent Tagame (left),
Boiler maker aide trainee and
Phuti Constance Seanego,
Facilitator engineering
(trainer) at Eland mine



Material topics covered in this section:

Respect for human rights

R241.8m

Accrued to employee profit share schemes
during F2023

R1.8bn

Local spend F2023

R43.1m

Enterprise and supplier development
spend F2023

SDG goals



Key roles and responsibilities

- Executive: Operations
- Executive: Human Resources

Promoting positive employee relations

98%^{LA}

Approximate employees covered
by collective agreement F2023

0^{LA}

Strikes and lockouts for longer
than five days F2023

SDG goals



Key roles and responsibilities

- Executive: Operations
- Executive: Human Resources

Diversity, equity and inclusion

83%

Total Historically Disadvantaged Persons (HDP)
in total workforce F2023

17%

Women in management F2023

67%^{LA}

HDP in management F2023

SDG goals



Key roles and responsibilities

- Executive: Operations
- Executive: Human Resources



Material topic: Respect for human rights

Respect for human rights

Human rights are fundamental to Northam's values, and we uphold internationally proclaimed principles, including those outlined by the ILO and the Universal Declaration of Human Rights. We are guided by the UN Global Compact Principles, the Voluntary Principles on Security and Human Rights, and the South African Mining Charter. Our policies comply with South African labour legislation, ensuring fair employment, human resources practices and working conditions.

We prioritise the dignity, safety, and well-being of all workers and stakeholders impacted by our operations. To identify and minimise potential adverse human rights impacts, we promote open conversations and engage regularly with all stakeholders to address issues related to our business, suppliers, and third parties acting on our behalf.

Our Board-level Social ethics, human resources and transformation committee (SEHR&T) oversees human rights compliance, and our executives manage related areas. Our code of ethics and conduct sets the standard for human rights compliance, protecting our employees from discrimination and harassment and addressing fair employment, freedom of association and grievances.

We provide comprehensive human rights training as part of the induction process for all employees, and we raise awareness of human rights through internal communications and community engagement. Our responsible sourcing standard extends our commitment to suppliers, ensuring they uphold human and labour rights.

Employees can report any violations through our whistle-blowing and ethics hotline, with procedures to handle discrimination issues and human rights transgressions. Reports from the hotline are shared with the Board-level audit and risk committee, ensuring transparency and accountability in our human rights efforts. Employees can also raise any grievances through our Employee Relations team.



Full details for our fraud hotline is available on our website:
<https://www.northam.co.za/contacts/contact-details>.



Naledi Parkies, Geologist at Eland directing the survey team (L-R) Hendrick Khunou and Pascal Mmemogupodi



Material topic: Promoting positive employee relations

Employee relations

Collaborative labour relations

At Northam, we prioritise respectful, cooperative, and constructive employee relations at all our wholly-owned operations.

We fully uphold the right of our employees to join labour unions. In F2023, there were no strikes or lockouts lasting longer than five days^{1A} at any of our operations, reflecting the positive nature of our employee relations.

Our approach to collective bargaining aligns with South African labour legislation, where organised labour's collective bargaining rights are determined based on a recognition threshold of 33.3% employee membership. We are pleased to confirm that this threshold is met at all our operations, as shown in the table on this page.

Additionally, all our operations adhere to negotiated five-year wage agreements, which ensure stability and predictability for our employees. Booyssendal's current five-year wage agreement will conclude in F2024, and we will initiate new wage negotiations next year. Similarly, Zondereinde and Eland's five-year agreements will expire in 2026.

We continuously engage in regular dialogue with our recognised unions and this open communication fosters a collaborative environment to ensure potential issues are addressed proactively. As evidenced by the absence of strikes or lockouts during F2022, our commitment to constructive employee relations remains strong.

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
Employment Equity Act, No 55 of 1998
Mine Health and Safety Act, No29 of 1996
Minerals Petroleum Resources Development Act, No 28 of 2002
Mines Health and Safety Act No. 29 of 1996
The Mining Charter
National Union of Mineworkers (NUM)
Recognition and collective agreements
International Labour Organisation (ILO)
Constitution of the Republic of South Africa



Tyler Engelbrecht, Team leader at Eland mine

Percentage of employees covered by collective bargaining agreements

Total	Recognised union	Total
Booyssendal	Association of Mineworkers and Construction Union (AMCU)	97.6
Eland	National Union of Mineworkers (NUM)	97.9
Zondereinde	National Union of Mineworkers (NUM)	97.6
Group total		97.8^{1A}



Material topic: Diversity, equity and inclusion

Diversity, equity and inclusion

Diversity, equity, and inclusion (DEI) are fundamental to our growth. We value diverse perspectives and uphold equality. DEI is both a social responsibility and a strategic advantage, empowering our employees and fostering innovation and strong relationships with our employees, communities and customers.

We embrace a wide range of diversity matters and adhere to the Employment Equity Act of 1998 and Amendments, Broad-Based Black Economic Empowerment (B-BBEE), the United Nations Global Compact (UNGC) and the International Labour Organisation (ILO) conventions, to ensure an inclusive and equitable environment. Our commitment to DEI is overseen at both Board and operational levels, and we promote employee engagement and forums to advance our diversity strategy.

We strive for a thriving and inclusive workplace where everyone can succeed. In F2023, 83% of our total workforce were historically disadvantaged people (HDP) (F2022: 82%) and 67%^{1A} of Northam's management team were HDP (F2022: 65%). In F2023, women made up 19%^{1A} of our total workforce, and our women in management 17% women (up from 15% in F2022). In F2023, 74% of new employees were recruited from our communities (F2022: 42%), marking our dedication to developing and sustaining a workforce that represents the people living within our operating regions.

On a joyful note, to celebrate Heritage Day, Northam proudly embraces the diversity of our employees at all our operations.

This long-standing tradition fosters unity and understanding among different cultures through enjoyable activities, bringing our workforce together in a spirit of camaraderie and mutual learning. We believe in celebrating our unique heritage and promoting inclusivity throughout our organisation.

Diversity, equity and inclusion

Employment equity as at 30 June 2023 (as per Mining Charter 3)

	Historically disadvantaged persons ¹		Historically disadvantaged Females ²	
	Actual (%)	Target (%)	Actual (%)	Target (%)
Board	50	50	50	20
EXCO	50	50	0	20
Senior management	56	60	18	25
Middle management	63	60	21	25
Junior management	69	70	15	30
Core and critical skills	89	60	16	N/A
Persons with disabilities	1	1.5	12	N/A

Historically disadvantaged persons in management 67%^{1A} (F2022: 64%) and women 17% in F2023 (F2022: 15%)

¹ Historically disadvantaged persons excludes white males and foreign nationals, but includes white females

² Historically disadvantaged females are reflected as a percentage of total workforce in line with the definition in the Mining Charter

Northam celebrates Heritage day



Left to right: Zondereinde Operations, Booyendal Operations and Eland Operations



Diversity, equity and inclusion continued

Our dedication to gender equity

Northam is committed to promoting gender diversity and empowering women in the mining industry.

Our CEO, Paul Dunne, is the Deputy Chair of the Minerals Council of South Africa's Women in Mining Leadership Forum. In 2023, we launched the Senior Women Empowerment Circle, aligned with the Minerals Council of South Africa's (MCSA's) seven foundational measures to address barriers for women. As part of our new Senior Women Empowerment Circle initiative, we have created a special Women In Mining publication: Each One, Teach One. The booklet showcases 33 powerful personal stories from women at Northam, touching on issues relating to study and self-improvement, career advancement, and overcoming challenges such as gender-based violence. Through the publication, we aim to continue raising awareness of the issues and the possibilities facing women in mining, to empower women and to instil hope.

We shared **Each One, Teach One** with our employees and Northam Platinum shareholders. Through initiatives supporting victims of gender-based violence and partnerships with organisations including the Tears Foundation and WIMSA, we demonstrate our commitment to diversity, equity and inclusion.

 See Women In Mining booklet on our website.



each one
teach one

Northam standing firm against harassment and GBV

At Northam, we maintain a zero-tolerance policy towards any form of harassment and gender-based violence. Our commitment to fostering a safe and respectful workplace extends beyond our operations to our communities. By raising awareness and promoting education, we aim to create a supportive environment that stands firmly against harassment and violence, promoting the well-being and dignity of all individuals associated with Northam. Together, we work towards building a culture of respect and inclusivity, where everyone can thrive and contribute to our collective success.





Diversity, equity and inclusion continued

Strengthening skills for women in mining

We believe in the transformation of the mining industry to a more diverse and gender-balanced industry.

As a result, we have made a concerted effort increase the number of women benefitting from our L&D programmes within the business.

Outlook

In the coming year, our DEI approach will cover several key initiatives, which we believe are catalysts for driving transformative change throughout Northam:

- Launching a comprehensive harassment awareness campaign across the group
- Maintaining our commitment to advancing women in mining, by addressing pertinent issues through our recently established women in mining structures
- Undertaking a comprehensive evaluation of our policies and practices to ensure they sufficiently address key issues related to DEI



Female bursar

Johanna Vorster
Chemical engineering
Zondereinde

Johanna Vorster is a Zondereinde external bursar, currently completing the final year of her Chemical Engineering degree at the University of Pretoria. As part of her bursary programme, she partook in vacation work at the Zondereinde Smelter plant in December 2022. She recounted her experience in the following way: "Practical's offered me an opportunity to put theory to practice and understand what lecturers are talking about in class. It is a real-life experience". She has ambitions of making the planet a better and safer place. "Environmental health is important to me, and I want to create a safe and healthy environment for future generations," she said.



Female learner

Dolares Bonolo Tlhomedi
Learner Diesel Mechanic
Eland

Dolares Bonolo Tlhomedi is a Diesel Mechanic employed at Eland Mine. She was awarded a learnership in January 2021 after being appointed as an Engineering assistant in 2019. She is proud of what she has achieved in a male dominant area within the mining industry, and she has ambitions to further herself within the Engineering field. "After qualifying as an artisan I am willing to pursue my career in Engineering. My long-term goal is to achieve a Government Certificate of Competency which will benefit myself and both my company as it a scarce skill" she stated.



Female intern

Dineo Mohlala
Auto electrician
Booyseindal

Dineo Mohlala is employed by Booyseindal as an auto electrician at South Mine. She values education and has recently completed her Bachelor of Arts in Health Sciences and Social Services from the University of South Africa (Unisa). She is very ambitious and lives by the motto, "if you want to see yourself somewhere in life, get up and put in the work required to reach your goals".



Positive relationships



We strive to create value for, and maintain, positive relations with our communities, which include rural and impoverished areas. We proactively engage to develop stronger community relationships, and address local community wellbeing and basic human needs through our social and labour plans, responsible sourcing and mining programmes.

Inspection of the housing development by Paul Dunne, the chairman, Temba Mvusi, and members of the board at Lesedi Village



Material topics covered in this section:

Socio-economic and geopolitical environment in South Africa

Our communities are largely impoverished with weak local government structures resulting in failing basic services and a general lack of economic opportunities.

High levels of unemployment and the lack of skills needed by the mine are other challenges that often result in frustration and thus, unrest when communities expect the mine to hire them and give them procurement opportunities. When community members have service delivery difficulties that they expect the mine to help them with, they will sometimes block the access road leading to the mine.

Managing community relations



R2.0bn

Community development spend

SDG goals



Key roles and responsibilities

- Executive: Operations
- Executive: Human Resources

Community upliftment

R153.0m

Social and labour plans spend

74%

Employed from local communities

SDG goals



Key roles and responsibilities

- Executive: Operations
- Executive: Human Resources

Responsible sourcing and mining

R1.8bn

Local preferential procurement from mine communities

R43.1m

Enterprise and supplier development spend

SDG goals



Key roles and responsibilities

- Executive: Operations
- Executive: Human Resources



Socio-economic and geopolitical environment in South Africa continued

Our community landscape



Zondereinde mine

- The mine is 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 has significant migrant workers from the Eastern Cape, particularly the O.R. Tambo district municipality, which qualifies it as a 'mine community' and 'labour-sending area'.



Eland mine

- The mine is located near the town of Brits, North West 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 Elandsrand 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 owners in these communities.



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's workers are mainly from the local communities.
- Booyesendal's host communities are (Tshufi and Moletsi community – North Mine and Bakone Ba Phetla CPA and Bakone Ba Phetla Traditional Council – South Mine).



TOP

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TOPIC

Material topic: Managing community relations

Managing community relations

We believe in engaging with and supporting our mine communities to develop a close working relationship, improve community relations and strengthen our ability to support community upliftment. More details on our stakeholder engagement are on page 95 of the Northam annual integrated report.

Site-specific engagement plans

Each of our operations has a bespoke engagement plan for their mine communities. We have established forums for regular dialogue with community groups, with systems for communities to express their concerns or grievances and for Northam to respond. We are standardising how we engage with local communities across our operations to ensure a single, group-wide engagement approach, and will complete this by the end of 2023.

How we engage

Our engagement platforms enable dialogue with local and provincial government, community engagement forums, business forums, unemployment forums, traditional or tribal leadership structures and other concerned groups. All these forums meet, at least, quarterly and more regularly if needed. We also engage on an ad-hoc basis to address urgent topics or issues of concern.

The main dialogue points covered in our community engagement are local recruitment and employment, procurement opportunities, community needs and development projects. We share information with local communities on relevant topics and our community support and development activities through quarterly community newsletters such as Zonderditaba, Elanders and Thutlwa, our Annual Report and annual Sustainability Report.

Our approach to engagement is guided by Northam policies and procedures, the Mineral and Petroleum Resources Development Act no 28 of 2002 (MPRDA) and our agreed SLPs for each operation.

Our grievance process

Northam adheres to the South African Constitution and Bill of Rights, ensuring a transparent complaints and grievances mechanism that we monitor and manage for each operation. All complaints and concerns



are handled fairly, objectively and in a timely manner. This process also allows for escalation if the complainant is dissatisfied with the response from the respondent.

Community challenges and flashpoints

Our mine communities are largely impoverished with a general lack of economic opportunities. They also suffer from weak local government structures, resulting in poor provision of essential municipal services. An additional challenge is high unemployment, especially within younger age groups, which is compounded by a lack of skills for working at nearby mining operations. Leadership squabbles and the formation of new or splinter groups, which masquerade as community representatives, often delay community development initiatives, because operations struggle to enter into legitimate contractual agreements.

These difficult circumstances result in community frustration, and our operations can then become the focus of disquiet and unrest, with complaints and protests relating to employment, poor local municipal services, and procurement opportunities.

Our committed engagement with local stakeholders has resulted in positive relationships with our host and local communities. Regular direct communication between operations and their communities provides a clear space to voice concerns. For concerns or complaints voiced by local communities, we then direct people to the appropriate forum, where issues are considered and we aim to resolve issues swiftly.



Managing community relations continued

Engagement at Zondereinde

Our community engagement team at Zondereinde holds monthly meetings with the Bakgatla ba Kgafela and BaPhalane ba Ramokoka unemployment forums, and the local government of Thabazimbi local municipality. Quarterly meetings are held with the Moses Kotane local municipality and the Tier 1 Business Forum.

There are ongoing concerns about employment opportunities in local areas and Zondereinde is involved in initiatives to combat youth unemployment. We are active in local unemployment forums and have set up initiatives including preferential local recruitment, local procurement, cadet training and employment creation, as well as implementing community development projects.

During F2023, Zondereinde experienced two protests by the local community that disrupted operations.

The main issues behind the protest were:

- youth unemployment;
- a lack of available jobs in the community; and
- opportunities for local companies.

Engagement has been challenging, due to:

- frequent changes to community and tribal leadership;
- infighting within community groups; and
- an increasing number of splinter groups within unemployment forums.

In F2023, our successes included a first local early childhood development workshop

and holding a Zondereinde Community Trust Annual General Meeting.

➔ Refer to case study on page 53.

Engagement at Eland

Eland has established meaningful relationships with the Madibeng local municipality, ward councillors, local business forums and unemployment forums, and the Bakgatla-Ba-Rampakong land owners. We engage quarterly with these stakeholders through established engagement forums on issues relating to our operations that may affect local communities, especially employment and procurement, mine status, and community development. Ad-hoc meetings are called to address pressing matters.

Eland did not experience any community protests in F2023, although we received complaints from neighbouring farms about noise from opencast operations and a perceived reduction in water availability. We will hold meetings and workshops with neighbouring farmers in F2024 to address their concerns. We will also provide training for community representatives on the South African Protection of Personal Information (POPI) Act.

Engagement at Booysendal

In the face of challenging local circumstances, such as lawlessness and violence, community engagement at Booysendal has been persistent and dynamic. Our engagement forums cover topics such as enterprise and supplier development for local businesses, community development initiatives, and employment opportunities and skills development in the



The chairman's visit to the Lesedi Village Development

local community. The mine is represented on a leadership forum tackling lawlessness and violence in the area, which has a detrimental impact on local people and harms the socio-economic growth of the local community.

Although there were no community protests at Booysendal during F2023, we faced conflicts between established and splinter community forums, frequent changes to community leadership, and disputes between leadership of traditional and tribal community groups.

During F2023, we provided capacity building training for community leaders within our community engagement forums. The annual training relates to the process of engagement with the mine, which is guided by the Minerals and Petroleum Resources Development Act (MPRDA). In addition, mining operations in the eastern limb held a successful careers expo for high school students in local municipalities.



Gerrie Geertsema (Accommodation Strategy Consultant) and Zakes Mnyameni (SMME Contractor)



Material topic: Community upliftment

Uplifting our communities

To improve the socio-economic status of our local communities, we focus on the following issues: Implementing Social and Labour Plans (SLPs), corporate social investment, local recruitment, preferential procurement, enterprise and supplier development and funding local health and education initiatives through our Community Trusts.

Social and labour plans

The MPRDA provides several mechanisms to ensure mining delivers a transformative effect in South Africa, including established Social and Labour Plans (SLP) to focus on development for employees and communities.

All Northam operations have approved SLPs with legally binding development commitments over a five-year period. Our operations' SLPs are available to view on our website. Each operation with a mining licence compiles an annual SLP progress report that is submitted to the regulator.

The five-year SLP period at Eland comes to an end in F2023, and we are working on a new SLP for the period 2024–2028. Zondereinde and Booyssendal SLPs run until the end of F2025.

In F2023, Northam spent R60.5 million^{LA} on community development projects linked to our SLPs (F2022: R46.8 million). These projects included infrastructure development, education, health support and housing. We have not spend the budget for management of downscaling and retrenchments in F2023, because Northam has not retrenched any employees since the start of our growth strategy in F2015.

Procurement, enterprise and supplier development

Our operations regularly promote local procurement opportunities to local companies, and we offer enterprise and supplier development programmes to help aspiring local entrepreneurs. We prioritise local community businesses in certain procurement opportunities and as a result, our spend on local preferential procurement has increased by almost 300% over four years: from R470 million in F2019 to R1.824 billion in F2023.

➔ More details are available in the responsible sourcing section on page 54.

Group performance against F2023 SLP targets in (R'000)

Section	Budget	Actual spend
Human resources development	112 266	41 118 ^{LA}
Mine community development	64 645	60 488 ^{LA}
Housing and living conditions	40 706	51 396
Management of downscaling and retrenchments	29 969	–
Preferential procurement	–	1 824 493
Total	247 586	1 977 495

Note: The 5-year SLP for Booyssendal North and South, and Zondereinde comes to an end in 2025. Eland's SLP concluded in June 2023.

Creating employment opportunities

As a growing business, Northam creates new job opportunities and we aim to hire local people for these roles. In F2023, Northam created 1 216 new jobs, with approximately 900 to support our mine communities.



Community upliftment: Uplifting our communities continued

In 2023,
there were:

1 216
new sustainable
jobs created

205
learnership
trainees

F2022: 175

298
cadet
learnerships

F2022: 236

138
internships

F2022: 94

238
bursaries offered
to employees and
local communities

Skills development in our communities

A lack of education and skills affects the employability of many South Africans and contributes to ongoing high levels of unemployment. It also restricts the pipeline of suitably skilled labour for Northam's and the South African mining industry.

Our community programmes aim to enhance local education by improving school buildings and facilities and donating materials, providing additional support and lessons to high-school children, and practical and vocational skills development for the wider community.

Our formal learning and development programmes also target community skills development through learnerships, internships, bursaries and cadetships. In F2023, 205 (F2022: 175) learnership trainees at Northam 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 F2023, 298 community members (F2022: 236) received cadet training, and we provided internships to 138 graduates (F2022: 94), with 30% offered a permanent position at Northam.

→ Full details on our approach to learning and development are in our people section on page 34.

Community social investment

Our commitment to mining communities goes beyond mandated SLP commitments. We aim to ensure our operations have a positive impact in the communities where we work and to support and maintain good relationships with all our community stakeholders. Through our wide-ranging engagement, we can identify community needs and deliver projects that provide relief to the community at large. Northam spent R12.8 million on corporate social investment projects in F2023, (F2022: R9.7 million). Approximately 70% of the CSI expenditure was from Zondereinde mine, which included, among others, the Magalies water pump donation and financial assistance to the Spitzkop special needs school.

Community trusts focused on health and education

We have two established Community Trusts at Zondereinde and Booyensdal that focus on local healthcare and education initiatives. In consultation with local communities, the Trusts develop projects that are then approved by the Board of trustees, which is made up of six independent, four community and two Northam trustees. The Board monitors the progress of the projects at quarterly meetings and, at the Annual General Meeting, it presents financial statements, appoints independent auditors and shares project progress with beneficiary communities. Since they were established in 2015, the two Community Trusts have spent R38.2 million on local initiatives. During F2023, the Trusts spent R12.5 million (82% of the total) on educational-related initiatives, with the remainder allocated to health-related projects.



Community upliftment continued

Our investment in communities

In F2023, Northam spent R2.0 billion on a range of mine and labour-sending community development projects (F2022: R1.5 billion), which are summarised below.

1. Social and Labour Plans R51.4 million spent on home ownership R41.1 million^{LA} spent on human resources development R60.5 million^{LA} spent on local community development	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 healthcare 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 R153.0m	Expenditure R12.8m^{LA}	Expenditure R12.5m	Expenditure R1.8bn	Expenditure R43.1m

→ See responsible sourcing on page 54 for more information.



Local contractors supporting Northam housing developments

Zondereinde is building Lesedi village, a development of 240 houses near to Northam Town, as part of its strategy to improve access to home ownership for Northam employees.

➔ See more in the housing and living conditions section on page 31.

As part of the first phase of the project, building 72 units, four local SMMEs have been selected to build five units, each winning a contract worth R3 million. Of the four SMME contractors, three are women-owned. All SMME contractors are supported by the clerk of works and the main contractor responsible for the remaining units, to ensure that high-quality houses are produced on time and budget.



Special Presidential Project: Steel Bridge

Improving access to local communities

Booyssendal mine, Limpopo provincial government and neighbouring mines in the eastern limb have contributed funds to construct a major bridge (steel bridge) that connects Sekhukhune communities with nearby towns through an artery road. We have already supported neighbouring villages by providing community water and electrifying more than 400 households. The latest improvement project was paving the access road into the community, which involved laying a 1.4 km road base topped with interlocking paving stones, storm water channels and pipes. We also installed speed humps, road markings and signs to ensure road safety. The project appointed local black-owned contractor, Pula Civils, and the local communities benefitting from the creation of temporary employment.





Supporting local early childhood development

Bringing formal early childhood development (ECD) provision into primary schools is high on the education agenda in South Africa, as it is often run, informally, by local people.

As a result, many children entering grade 1 in primary school are unprepared because it is their first formal experience of learning. In F2023, Zondereinde Community Trust completed construction of a grade R (early years) facility at Deo-Gloria Primary School in Regorogile, Thabazimbi local municipality. Following construction of a new ECD classroom and new toilet facilities for the whole school, Deo-Gloria opened its doors to grade R learners for the first time in the 2023 academic year. The development has been a huge success and the class is already full. Demand for places for young learners is so high that additional classrooms are currently under construction through Zondereinde's SLP.

To maximise the local benefit of the project, Zondereinde used a local contractor who employs labour from the same community.

Early childhood development Indaba

Further support for early years education during F2023 came in the form of an inaugural ECD workshop at the Zondereinde Recreation Club. The purpose of the workshop was to empower local ECD providers with information on ECD and how to formalise their ECD provision and centres.

Run in conjunction with Mogapi Foundation, a local social entrepreneurship NGO, ECD principals, owners, and teachers from the Thabazimbi local municipality received information school curriculum and administration, nutrition and other topics. A key focus was also how to access government support by ensuring that their centres comply with the basic requirements of the South African Department of Social Development and other government departments.

Our feedback shows that attendees found the workshop informative and empowering, and expressed the importance of a place where they can network and benchmark with their peers in the industry.

Schools support programme: Working towards a future-fit generation

Eland's supplementary education programme aims to better education in our high schools, by improving student performance and developing educators' skills. By uplifting student performance, we can build a pool of potential candidates for Northam skills development programmes, including our learnerships, internships and bursaries, helping people develop the skills to gain

employment at Northam and other relevant industries or sectors.

The supplementary education programme focuses on mathematics, science and commercial subjects such as accounting, for grades 11 and 12 – the final two years of high school. We identified four high schools in local communities to pilot the project: Malatse-Motsepe and Tsogo High Schools in Mmakau, Mothotlung High School in Mothotlung, and Botlhabelo High School in Oukasie.

We are working with the University of North-West to implement the Ikateleng programme. The University sources high-performing educators with a track record of good results to provide extra classes for students. The programme started in August 2021 and has 626 enrolled students, who are provided with transport and meals, alongside supplementary tuition. The project uses local catering, transport and cleaning companies to maximise local community benefits.

Donating equipment to help develop skills in the community

Our Eland operation has donated a wide range of tools and materials to the local Mmakau Skills Development Centre as part of its ongoing SLP. Donated items include tools, equipment and materials for carpentry and sewing, and IT equipment such as computers, projectors and printers. Most importantly, we have donated diesel generators that provide backup electricity during load shedding when grid electricity is turned off, so the Centre can continue operating.

"The Northwest University programme has helped us a lot since it started in 2021. The pass rate has increased and we received 85.4% passes last year. Our learners are also happy to be taught by different teachers. We thank Northam for sponsoring this programme and hope the programme will continue annually – we really need it."

Lolo Segone,
Treasurer, Malatse Motsepe School

"Northam's donation has changed our situation drastically. We received 23 computers, followed by an additional 20 including projectors and printers. ICT is offered by the Department of Education, but it is difficult to teach a computer-related course without a computer! The generators have played a huge role, because without electricity we cannot proceed with our classes."

Matlogonolo Moepa,
Information communication technology lecturer, Mmakau Skills Centre



Material topic: Responsible sourcing and mining

Responsible sourcing and mining

A range of socio-economic challenges affect many communities in South Africa. We believe that inclusive procurement creates positive impact on communities, as well as economic benefits, supporting a diverse range of people, companies and local stakeholders.

A significant portion of our operational costs are attributable to sourcing goods and services for our mines. Central to our procurement approach is transforming and diversifying our supplier base. Northam believes that partnerships based on responsible sourcing agreements strengthen supply chain sustainability, mitigate supply chain risks, and contribute to strong and mutually beneficial relations with stakeholders. Our suppliers play a critical partnership role in our commitment to conduct our business responsibly. Our responsible sourcing standard (RSS) emphasises our commitment to working together with our suppliers to create value.

We prioritise sourcing from local and regional suppliers, historically disadvantaged persons (HDPs) and black economically empowered (BEE) companies. Year-on-year, we are increasing our spend with diversified suppliers, which we believe gives us commercial strength. Procurement spend with HDP suppliers now makes up 86% of Northam's discretionary spend. Since F2019, our procurement from HDPs has increased 216%, from R4.3 billion to R13.6 billion in F2023.

Our responsible sourcing roadmap

Our procurement spend is risk-based and all our sourcing depends on strong engagement with suppliers. We support inclusivity, transformation and transparency and target local suppliers, therefore supporting Historically Disadvantaged Persons (HDP) and communities. Our procurement approach aligns with the principles of South Africa's Mining Charter.

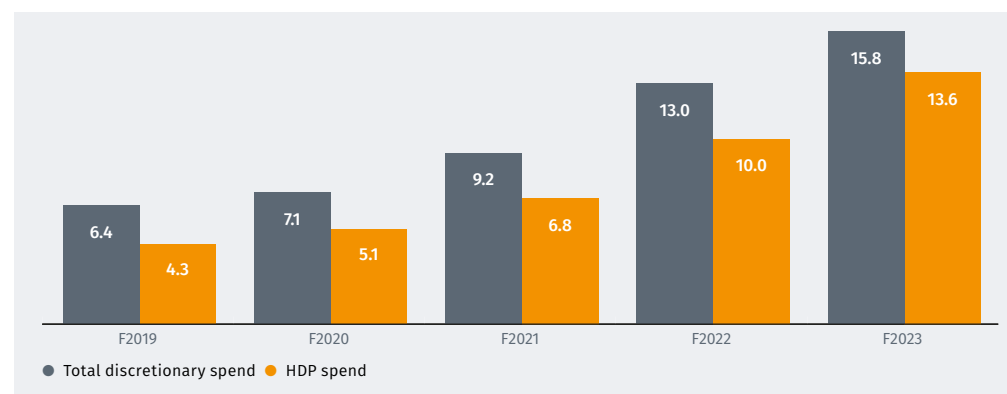
As part of our agreement with each supplier, they must meet our responsible sourcing standard (RSS), which outlines our requirements and expectations relating to legal compliance and suppliers' management of environmental, social and governance (ESG). Our RSS aligns with internationally recognised standards including the UN Guiding Principles on Business and Human Rights; the International Bill of Human Rights; the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, and the Initiative for Responsible Mining Assurance Standard.

In F2023, we completed the first stage of our responsible sourcing roadmap: a high-level desk-top compliance exercise on our top 20 critical and strategic suppliers. This entailed checking these suppliers' compliance to key topics of our RSS: health and safety; ethical business practices; respect for human rights, including labour rights; environmental responsibility; and community relations, based on the information available on their websites.

We have also established a risk-based approach to assessing supplier compliance, first sending a self-assessment questionnaire to our top 60 critical and strategic suppliers, which account for nearly half (49%) of our total discretionary procurement spend.

Consolidated HDP procurement spend – F2019 to F2023

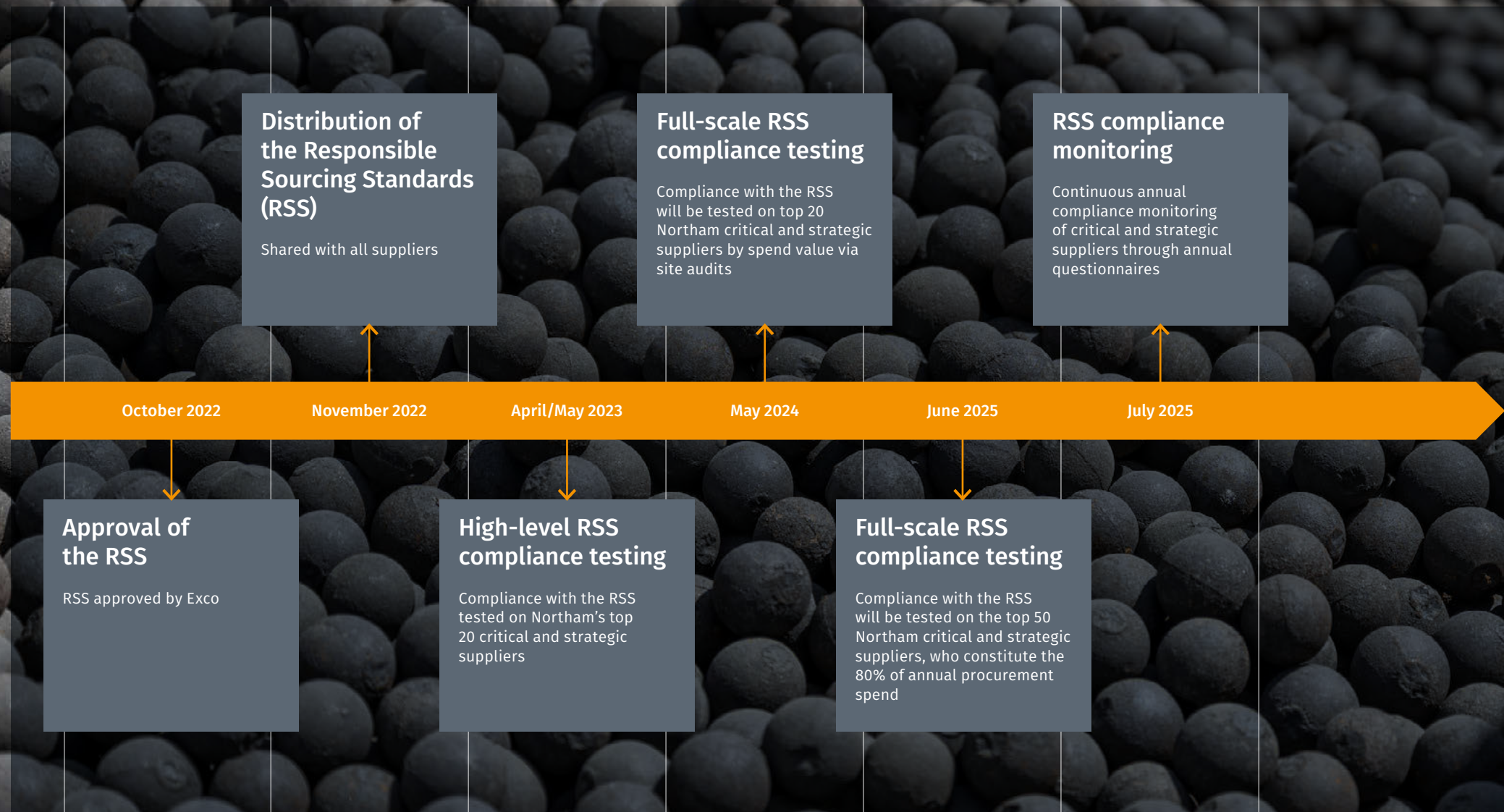
Total discretionary spend (ZAR billion)





Responsible sourcing and mining continued

Our responsible sourcing timeline





Responsible sourcing and mining continued

Developing local suppliers

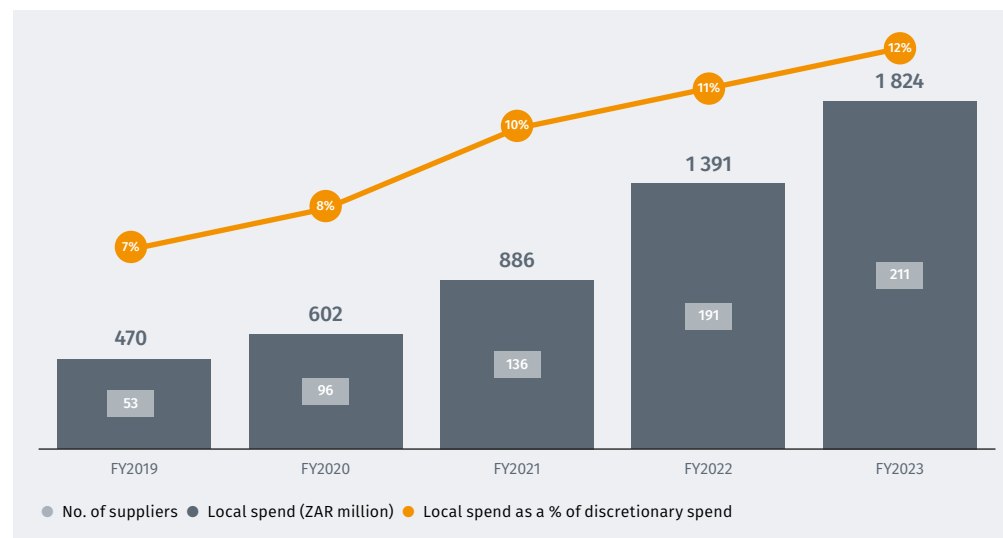
We also aim to maximise procurement from local suppliers, who provide various goods and services, ranging from fire suppression equipment and services, to sweeping and vamping, conveyor belt maintenance and supplying mining goods. Our enterprise and supplier development (ESD) initiatives have led to an increase in the number of community-based companies on our supplier database: from 53 in F2019, to 211 in F2023. Procurement from affected and impacted communities has grown from R470 million in F2019 to R1.824 billion in F2023 (see chart), a 288% increase.

Access to opportunities

- Suppliers can find opportunities through the ESD procurement opportunities portal on our website, as well as through local newspapers.
- We run regular open days to provide additional access to opportunities, and to guide potential suppliers on how to use our supplier portal 'ESD Procurement Opportunities'.
- All local community-based suppliers have access to training on administration, governance, skills development and mentoring.

Ensuring we embrace inclusivity benefits suppliers in our affected and impacted communities, as well as leading to a secure and diversified supplier base. During F2023, we responded to specific issues raised by suppliers relating to exchange rate volatility affecting procurement costs, the increase in commodity prices, and local community-based training.

Northam's consolidated local procurement spend
F2019 to F2023



Responsible mining assurance

Northam committed to the Initiative for Responsible Mining Assurance (IRMA), which specifies a set of objectives and leading performance criteria for environmentally and socially responsible mining practices.

During F2023 we initiated a high level gap assessment to get a better understanding of the various IRMA requirements. In F2024 we will finalise the development of group alignment requirements and action plans for prioritised IRMA elements and thereafter the remaining elements to sufficiently complete the self-assessment process in 2026, and ultimately a third party assessment in 2028.

➔ Refer to environmental performance data on page 88 for resource consumption information.



Supporting the growth of local entrepreneurs

Based in Fetakgomo Tubatse local municipality, Mmilog Management and Services Enterprises (MMSE) is a black-owned Small, Medium and Micro Enterprise (SMME), which supplies materials handling equipment for crushing and dust suppression at our Booyesendal site.

MMSE started with only three machines and eight employees, but expansion into crushing and dust suppression resulted in an increase to 22 employees and new contracts with other customers. This strong growth is thanks, in part, to Northam's inclusive and supportive procurement policies, and its commitment to developing and sustaining local entrepreneurs. MMSE has taken part in Northam's ESD programme to improve business processes, while developing the mine/supplier relationship and continuing to service the mine's needs.

Throughout our relationship, MMSE and Northam have worked together to overcome challenges. For example, Northam introduced a new materials-handling system, RopeCon®, which is an ore conveyor suited to rugged terrain.

"We struggled to service the mine at times, but the engagement and support of Northam's contract management team, as well as determination on our part, helped to resolve the issues, and the mine is happy with our service."

Tswaledi Mahlare Phasha
Managing Director and Founder, MMSE





From humble roots to commercial growth

Based in Damonsville township, near the town of Brits, Matlapeng Fire and Safety supply and service fire extinguishers and related equipment for our Eland operation.

It is a BEE company owned by Abram Mills, who grew up in an orphanage after the loss of his parents. He worked with companies such as Chubb Fire and Security then set up on his own, forming Matlapeng Fire and Safety (MFS).

When Eland mine started up in 2019, Mills offered his services to the engineering and planning team. Since the start of the relationship, Northam has contributed, significantly, to MFS's growth. Northam has helped Abram to develop his commercial skills, reduce costs at MFS and be more competitive, as well as developing MFS's quality management processes through training to prepare for the ISO 9001 quality management standard certification.

MFS now has seven employees and expects to reach 50 in the next two years. Northam's support means MFS itself can contribute to the community: it employs local people and supports NGOs and schools around Damonsville – MFS even services the fire extinguishers at the orphanage where Abram grew up.

"If you want something in life, don't wait: just go for it. We carry out regular inspections at Eland mine, and always find that procedures and safety are observed correctly. I'm extremely grateful for the opportunity granted to MFS by Northam. I've never had any complaints, and I intend to keep it that way!"

Abram Mills
Managing Director, Matlapeng Fire and Safety



Nurturing local SMMEs

Lethabothabo Trading and Projects (LTP) is a local SMME providing cleaning services, grass cutting and housing maintenance.

LTP was established by Mary Monare, from Regorogile township in Thabazimbi local municipality. Mary is a single mother who was determined to sell her services to our Zondereinde mine, and she attended quarterly meetings at the mine to market her services.

Since 2021, LTP has managed and maintained unoccupied houses in Setaria Village, Northam's employee housing. Her business now employs local people, supporting local families. With Northam's assistance, LTP has expanded to service more company accommodation and corporate buildings. As well as hiring local people, LTP also gives back to the community by donating food and clothes to orphans.

"I can recall Mary's excitement when we informed her that we would be using LTP's services. She was soon ready to provide cleaning and grass cutting at Setaria, using public transport to get her employees from Thabazimbi to Setaria and always on time. I am glad that her business was given the opportunity to work with Northam, and we could help it expand."

Cecilia Putter
Supply Chain Manager, Zondereinde

"I appreciate Northam for believing in my dream. And I now help those in need, because someone decided to give me a chance to prove myself."

Mary Monare
Founder, LTP





Responding to climate change



Climate change, energy supply and affordability are significant business risks for Northam. Through our climate change roadmap, we are responding to the energy crisis and climate change, with targets to reduce our greenhouse gas emissions and initiatives to incorporate renewable energy and improve energy efficiency.



Material topics covered in this section:

Energy management and Northam's decarbonisation



5 101 506

GJ electrical energy consumed F2023

33%

improvement in electrical energy
intensity from baseline

SDG goals



Key roles and responsibilities

- Chief Executive Officer
- Chief Financial Officer
- Executive: Operations
- Executive: Sustainability
- Executive: New Business

Response to climate change

1 545 005

Tonnes scope 1 and 2 GHG emissions F2023

29%

improvement in scope 1 and 2 emissions
intensity from baseline

SDG goals



Key roles and responsibilities

- Executive: Operations
- Executive: Sustainability

Responsibility for energy and climate change

The health, safety and environmental committee assists the Board with the oversight of climate change-related policies and monitors performance and compliance. The executive team is responsible for the formulation of our strategy and policies, identification of risks and opportunities, risk management, target setting, and execution planning. Our executive team have been tasked with the implementation of Northam's renewable energy roadmap, while our mining executives, together with their operational committees, are specifically responsible for energy efficiency initiatives.



TOP

5

MATERIAL
TOPIC

Material topic: Energy management and Northam's decarbonisation

Energy management and Northam's decarbonisation

Northam recognises that climate change is a critical global challenge and is already having a negative impact on water resources, biodiversity and ecosystems. We aim to reduce our emissions with alternative energy sources and provide energy security.

Approach

South Africa faces many energy challenges, including reliable energy supply, growing energy costs and the high carbon footprint associated with the South African electricity grid. South Africa is, significantly, dependent on a coal-based electricity supply, which contributes, significantly, to the South African economy and millions of livelihoods. Electricity reliability and escalating energy costs are a principal business risk.

 see page 72 of our Annual integrated report.

Unplanned power outages (load curtailment) are a major safety risk for Northam, especially at Zondereinde's underground operations. These risks necessitate the use of backup diesel generators at all our operations, resulting in additional cost and emissions. Our approach to climate change is, therefore, highly influenced by response to electricity security.

Climate change roadmap

In F2023, 87% (F2022: 89%) of our energy use was made up of this high-carbon grid electricity, so decarbonising our emissions from electricity presents a major challenge. To address these issues, Northam has developed an energy policy and strategy that addresses energy security and

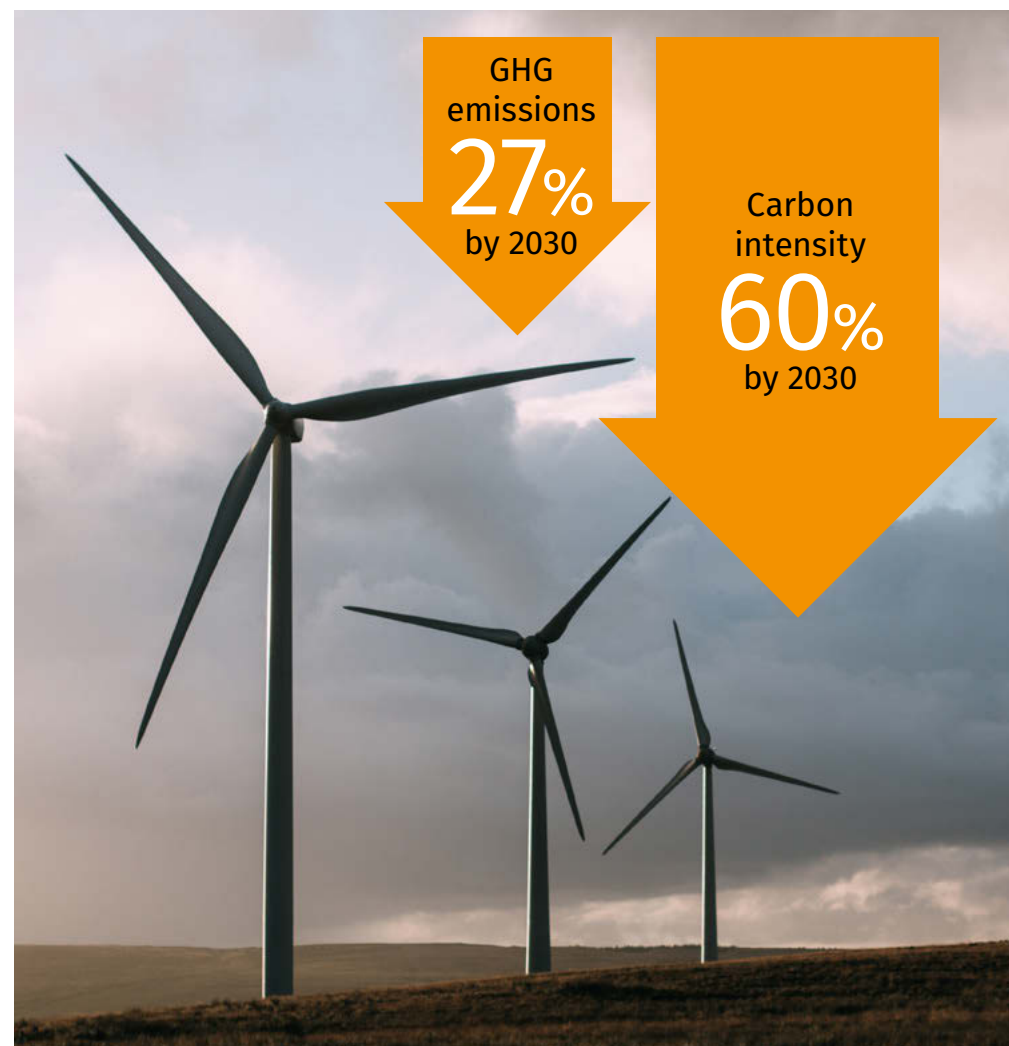
rising energy costs using renewable energies. Our climate change roadmap will not only deliver our GHG targets, but will also secure energy supply to our operations, while reducing our energy use and costs.

Generating our own electricity

By constructing on-site solar and off-site wind-generating capacity, we will reduce our reliance on higher-carbon grid electricity significantly over the next three years. Over the same period, we will also reduce our absolute GHG emissions by an estimated 27%, and GHG emissions intensity by up to 60% against our F2019 baseline. From F2028, we are projecting an increase in production, which will increase electricity use and affect emissions.

We aim to generate our own renewable electricity through:

- on-site solar installations;
- purchasing renewable electricity from off-site wind farms under dedicated power purchase agreements;
- installing energy efficiency measures at our operations; and
- reducing energy wastage from inefficient machinery and plant use.





Energy management and Northam's decarbonisation continued

Our renewable energy initiatives

Booyssendal: 1MW solar rooftop, completed in July 2022. A feasibility investigation is also underway for an additional 20MW solar project at Booyssendal South Mine.

Eland: 1MW solar carport, completed in July 2022. We are developing an additional 20MW solar installation at Eland. Permitting is underway and the relevant environmental authorisation has been granted.

Zondereinde: As our largest mine and the location of our metallurgical refining operations, Zondereinde consumes 70% of the group's electricity. We are developing an 80MW solar power farm, which will be completed by F2025, and incorporates the previously reported 10MW solar farm. We are also investigating the feasibility of an additional 20MW solar farm to provide power for a new number 3 shaft.

Offsite wind: Northam has exclusive rights to electricity generated by two 140MW windfarms, which will each provide around 20% of Northam's electricity needs. Developed in the Western Cape

province under power purchase agreements, the wind-generated electricity will feed into the Eskom power grid and wheeled to Northam operations. We expect to complete construction of both wind farms by F2026. Eskom's recent announcement regarding changes to grid connection rules, resulted in uncertainty surrounds grid connections for these off-site renewable energy projects.

Where Eskom and on-site generation of solar electricity does not meet our energy requirements, we use diesel generators during load curtailment to primarily keep our employees

safe. A key part of reducing the impacts of diesel generators is to ensure the fuel used is the cleanest locally available.

Focusing on energy efficiency

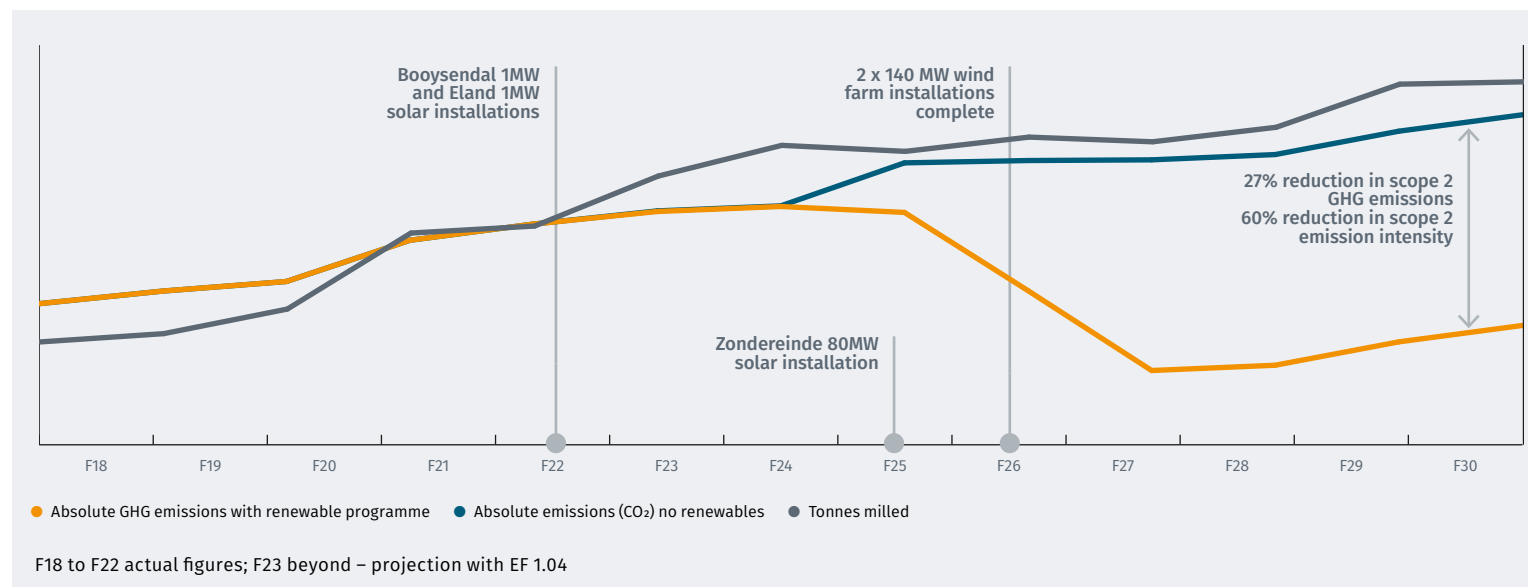
We believe we can save 10%–15% of electricity use by improving the energy efficiency of our plants and machinery, and targeting electricity wastage, including optimising switch-off processes for equipment not in use. In F2023, we completed the installation of smart meters and energy management software at Zondereinde, our largest electricity user and oldest operation. We are now in the process of identifying and targeting high-use areas and applications for energy efficiency improvements.

Working with our procurement team, we will finalise a list of investment projects in F2024 to replace older, inefficient installations, such as older shaft winders, multiple smaller fan units, and optimising refrigeration units, which we use to cool underground operations. Our refrigeration units alone consume up to 40MW of electricity and upgrading them could save 5% of our electricity use.

Engaging on efficiency

No effort to improve energy intensity, prevent wastage or identify efficiency improvements will be effective without involving the colleagues who design, procure, construct and operate our facilities. A campaign to incentivise employees to help identify energy savings will be rolled out across our operations as soon as we have effective electrical metering in place to quantify savings.

GHG reduction roadmap





Material topic: Response to climate change

Identifying and reporting climate-related risks

Since F2020, we have been working on assessing our physical and transition risks from climate change and reporting these in line with the recommendations of the Taskforce for Climate-related Financial Disclosures (TCFD).

The culmination of this work will come in F2024, when we publish a climate change report in line with the TCFD, detailing how we assess Northam's exposure to climate-related risks and our climate-related opportunities.

Progress in F2023 included assessing physical climate-related risks at our Eland operation, which adds to the completed assessments for Zondereinde and Booyensdal. We have updated the scenarios and climate forecasting used in the physical risk assessments at Zondereinde and Booyensdal to bring them up to date with the latest climate science.

Our main physical risks relate to the following climate-related hazards: storms and flooding; water stress and drought; wildfires; and extreme heat. We have assessed the potential severity of each risk now and in 2050 and assessed the

associated financial impacts using accepted climate prediction tools available for the selected Shared Socio-economic Pathways. We have started to include physical climate-related risks in our project planning, more specifically scenario planning for our tailings dam and water balance study at Zondereinde.

We are updating a high-level assessment of transition risks faced by Northam and the outcomes of this study will be included in our forthcoming climate change report.

Physical risk driver map for Eland mine





Response to climate change: Identifying and reporting climate-related risks continued



Enhancing our scope 3 identification and reporting

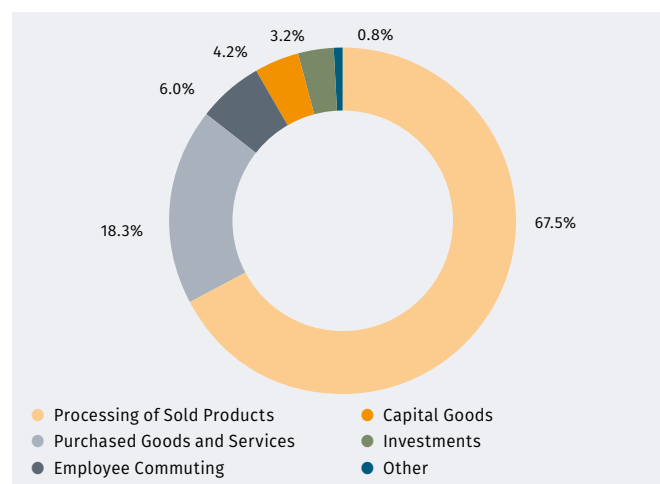
We have started a study to identify our material emissions inventory for scope 3 GHG emissions specifically focusing on F2022, which will be our scope 3 baseline. These are defined as all indirect emissions that occur in a business's upstream and downstream value chain, excluding indirect emissions associated with purchased energy (known as scope 2 emissions).

We have assessed the 15 defined categories for scope 3 emissions to determine those material to Northam. Material upstream emissions sources relate to purchased goods and services. Material downstream emissions relate to the processing of sold products and those relating to Northam investments in other companies.

This improved scope 3 reporting will be incorporated in the sustainability report from F2024.

Scope 3 emissions

F2022 baseline: 6 083 000 tonnes CO₂eq



CDP response

We report our annual climate change and water management and performance to the Carbon Disclosure Project (CDP), a global non-profit environmental disclosure platform.

CDP scores companies into four bands: A. leadership; B. management; C. awareness; and D. disclosure.

For our 2022 submission, Northam's score for climate change improved to B (2021: C) and B for water management (2021: B). We have participated again in the 2023 programme, with our submission made in July 2023.

B Water management
(management level)

B Climate change
(management level)

Detailed scoring information is available at www.cdp.net.



Mahlako Lydia Mkune, Electrician at Booyensdal

Policy and targets

To respond to this challenging South African energy backdrop and establish our commitment to a low-carbon future, we have GHG-reduction targets and a renewable energy roadmap. By 2030, we will reduce GHG emissions by 27% and GHG emission intensity by at least 60%, against a 2019 baseline.

→ See page 66 for full performance.

Our reliance on Eskom, South Africa's national energy supplier, for carbon-intensive, coal-derived electricity, the need for onsite 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 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.



Response to climate change continued

Performance

In F2023, our scope 1 and 2 GHG emission intensity improved by 29% from our 2019 baseline to 0.145 tonne 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 11% from F2022 and by 46% from our 2019 baseline. However, our energy intensity from electricity purchased improved by 33% to 0.13 MWh/tonne milled from our 2019 baseline of 0.20 MWh/tonne milled.

Our total energy intensity has improved by 32% to 0.55^{LA} GJ/tonne milled from our 2019 baseline of 0.82 GJ/tonne milled.

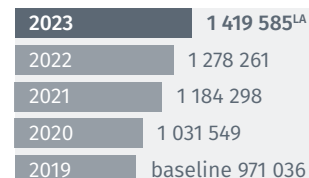
Looking ahead

Later in 2023, we will publish a standalone climate change report in line with the TCFD recommendations. In F2024, we will start with the on-site development of the following renewable energy projects:

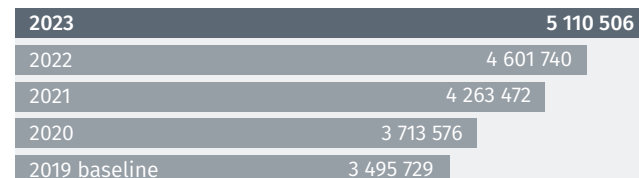
- 20MW and 80MW solar installations at Eland and Zondereinde, respectively
- Khangela and Kareebosch

Energy consumption

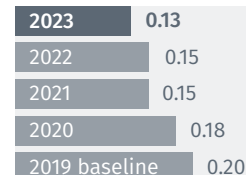
Group electrical energy consumption (MWh)



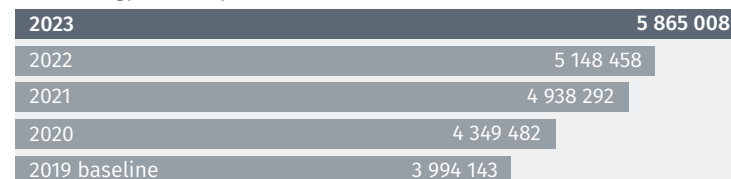
Group electrical energy consumption (GJ)



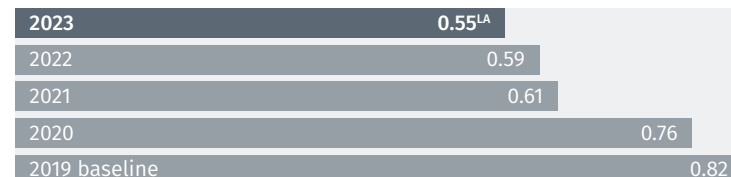
Electrical energy consumption intensity (MWh/tonne milled)



Total energy consumption (GJ)

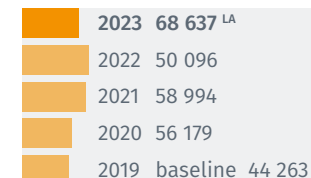


Total Energy intensity (GJ energy/tonne milled)

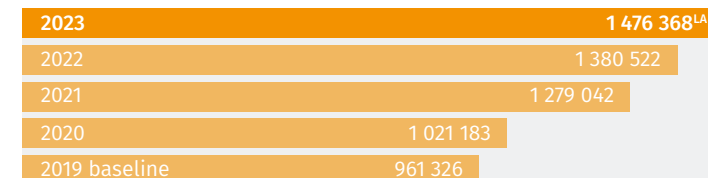


Greenhouse gas emissions

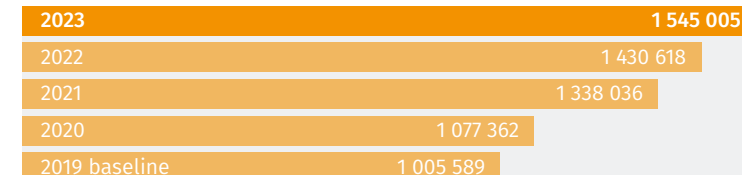
Total scope 1 emissions (direct emissions) (CO₂e tonnes)



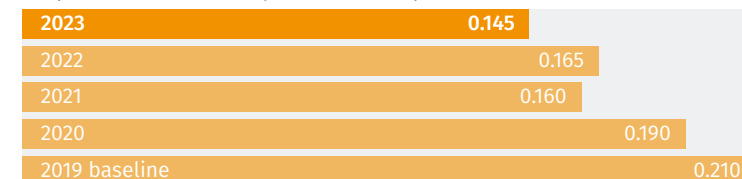
Total scope 2 emissions (indirect emissions) (CO₂e tonnes)



Total scope 1 & 2 GHG (CO₂e tonnes)



Scope 1 & 2 GHG intensity (tonnes CO₂e per tonne milled)



→ See scope 3 emissions on page 65 and environmental performance data on page 88.



Caring for the natural environment



It is our responsibility to safeguard the needs of our communities and protect our environment. Located in sensitive biodiversity and water-stressed areas, we are minimising our physical footprint by using natural resources responsibly, recycling water and waste and controlling emissions, complying with all relevant environmental legislation.



Zebra at the game farm
area in Eland mine



Material topics covered in this section:

Environmental compliance

0^{LA}

Non-monetary sanctions
or significant fines

9^{LA}

Reportable incidents F2023

Water stewardship

86%^{LA}

water recycled F2023

37 055

1000 m³ water used F2023

58%

improvement in water intensity
(kl/tonne milled) from F2018

SDG goals



Tailings management

753 496

tonnes taiings used as backfill

8 470 314

tonnes tailings disposed
to TSFs

SDG goals



Management of emissions and discharges

9 448^{LA}

tonnes SO₂ emitted F2023

50%

improvement in SO₂
intensity (kg SO₂/tonne
milled) from F2018

SDG goals



Biodiversity management

3 339^{LA}

hectares of land protected
for conservation

802

additional hectares
being procured for
conservation F2023

SDG goals



Key roles and responsibilities

- Executive: Operations
- Executive: Sustainability

Key roles and responsibilities

- Executive: Operations
- Executive: Sustainability

Key roles and responsibilities

- Executive: Operations
- Executive: Sustainability

Key roles and responsibilities

- Executive: Operations
- Executive: Sustainability

Key roles and responsibilities

- Executive: Operations
- Executive: Sustainability



Material topic: Environmental compliance

Environmental compliance

Our environmental policy defines the fundamental principles that guide how we manage environmental matters and how we are reducing our environmental impact.

Legislative compliance

Compliance with environmental legislation is the cornerstone to our approach. 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 various specific environmental acts focusing on waste, air quality, biodiversity, water and heritage resources.

Through our participation as a member of the Minerals Council of South Africa, we stay up to date with environmental legislation changes and provide input into national policy, legislative developments and best practice.

Our operations hold several South African environmental legislative authorisations, including environmental authorisation and associated environmental management plans, water use licences, waste-management licences, and an atmospheric emission licence for Zondereinde's processing operations.

Internal and independent compliance assessments with environmental authorisations, management plans and licences are undertaken on a regular basis. We submit external compliance assessment reports to the relevant authorities, and non-compliances are escalated

to ensure corrective and preventative measures are established.

Water use licences

Each of our operations has an Integrated Water Use Licence (IWUL) and an Integrated Waste and Water Management Plan (IWWMP), which outline specific requirements including water quality objectives. For the receiving environment. In May 2022, Zondereinde received an updated IWUL, and Booyssendal north and south mines were granted new amendments in 2018 and 2021. At Eland and our recently acquired Maroelabult asset, we are consolidating existing licences into a single IWUL.

Atmospheric emission licences

At Zondereinde, the processing facility operates under an Atmospheric Emission Licence (AEL) issued under the National Environment Management: Air Quality Act 39 of 2004. The AEL provides for an interim main stack SO₂ emission limit of 3 500 mg/Nm³, as part of a postponement agreement to January 2025. We will engage with the relevant regional and national authorities to discuss amending Zondereinde's AEL, in line with the findings of the recent atmospheric impact assessment.

➔ More information can be found on page 78.

Closure and rehabilitation planning

Planning and providing for the closure and rehabilitation of our mines is a legal requirement (National Environmental Management Act (NEMA) No. 107 of 1998), and we are legally required to align our financial provision with liability rates determined by the Department of Mineral Resources and Energy (DMRE).

Liability assessments

We have appointed independent consultants to annually calculate our rehabilitation, closure and decommissioning, and post-closure financial liabilities based on our closure and rehabilitation plans. We use two methods to calculate our liability assessment:

- DMRE rates: used in this report
- Commercial rates: more conservative than the rates used within the DMRE requirements and are used for financial accounting. Refer to Northam's annual financial statements (Note 28) for a comparison of DMRE closure quantum liability and commercial liability



Mainstack and new ducting at the Zondereinde smelter operations



Environmental compliance continued

Rehabilitation and closure plans

All our operating mines have closure and rehabilitation plans, and environmental risk assessment reports, as part of their approved environmental management plans. We have appointed an independent specialist to support us in developing more detailed rehabilitation and closure plans for all our operational mines during F2024. This will be aligned with the requirements outlined in the Financial Provision Regulations, which will soon be promulgated in terms of NEMA.

The independent specialist also assesses our liabilities using commercial rates, which are significantly higher and therefore, more realistic, than the rates used within the DMRE requirements. These commercial liability rates are used for Northam's financial accounting.

Environmental management systems and responsibilities

To ensure environmental legal compliance, each operation has an environmental management system (EMS), which provides

the policies and processes to deliver environmental improvement. Responsibility for environmental matters at our operations sits with our Operation Executives and each site's operational committee. Site environmental personnel provide guidance, define procedures and standards, and monitor and report on compliance and progress against action plans and targets. The Executive: Sustainability has ultimate oversight of group environmental performance monitoring and reporting. Environmental performance is reported to the executive committee, the Board health, safety and environmental (HSE) committee and, ultimately, to the Board on a quarterly basis.

All our operations experienced, unusually, heavy rainfall between December 2022 and February 2023, with subsequent overflow from our water storage facilities, including stormwater storage dams, which were already at capacity. At Booysendal, all reportable incidents were related to dams overflowing due to persistent heavy rain.

One incident at Zondereinde related to heavy and persistent rainfall in December 2022. Downstream samples taken during these incidents indicated that the impact on the surrounding environmental was minimal. All our operations are upgrading their water reticulation systems and investigating long-term solutions for excess stormwater management.

Both operations reported the incidents to the relevant authorities. No non-monetary sanctions (including directives in response to a contravention of environmental laws and regulations) or significant fines were issued in F2023 against Northam's operations by authorities for non-compliance with environmental laws and/or regulations^{LA}.

Closure and rehabilitation liabilities and provisions at 30 June 2023 (R'000)¹

Financial provision liability based on DMRE rates

	liability (DMRE)	Financial Provision	
		Bank Guarantee	Northam Platinum Restoration Fund
Zondereinde	R 292 093	R 225 187	R 76 976
Booyesendal	R 329 828	R 260 240	–
Eland	R 263 041	R 279 988	R 76 976
Group total 30 June 2023	R 884 962	R 765 415	R 153 952
Group total 30 June 2022	R 961 391	R 733 586	R 142 586

¹ For further information, please refer to annual financial statements Note 28 for a comparison of the DMRE closure quantum liability and commercial liability

Environmental incident reporting 2023¹

Environmental incident reporting 2023	Zondereinde	Booyesendal	Eland
Reportable environmental incidents ¹	2	7	–
Non-reportable environmental incidents	38	35	15
Total environmental incidents	40	42	15

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

Zondereinde's EMS is certified to ISO14001 standard. Booysendal is targeting certification to ISO14001 by the end of 2023 and Eland is targeting certification within F2025.

➔ More details on Northam's sustainability management and governance approach are on page 7.

Environmental incidents

In total, 97 incidents were reported in F2023. Nine^{LA} were reportable environmental incidents: seven at Booysendal – all related to accidental water discharge; and two at Zondereinde – one related to accidental water discharges, and another due to excessive dust fallout associated with construction activities.



Material topic: Water stewardship

Water stewardship

Water is a precious resource in South Africa. We understand our responsibilities to protect water resources, ensure water supply and consider the needs of local communities and other water users, as well as looking after our natural environment.

We rely on large volumes of water to operate efficiently, but all our operations are located in water-stressed regions – high or very high water risk – which could be worsened by the effect of climate change. Water supply is considered a principal business risk for Northam.

Our approach to water stewardship

Our objectives are to reduce our reliance on potable and bulk water from external resources, while maximising water reuse and recycling. We also aim to prevent potential water-related impacts on the local environment and water courses.

Mining operations use large amounts of water, primarily for extraction. At Zondereinde, which used 71% of the group's water in F2023, hydropower is the main power source for underground mining and cooling. While this technology delivers significant energy savings, it uses large quantities of cooled water delivered at very high pressure to power machinery and tools.

Our F2023 performance

We aim to recycle at least 75% of all water in our operations. In F2023, we recycled 86%^{LA} of our water, (F2022: 84%) and at Zondereinde,

we recycled 90% (F2022: 90%) of water used. Although total group water use has increased since 2019, in line with our growth, our water intensity has steadily improved from 8.3 kl/tonne milled in F2016 to 3.4 kl/tonne milled in F2023. Water use intensity for potable water has also declined from 0.76 kl/tonne milled in F2016 to 0.33kl/tonne milled in F2023, minimising our potential impact on local communities and other water users.

Optimising water use

Our water recycling initiatives include capturing and reusing return water from our tailings storage facilities, reusing treated effluent from our sewage treatment facilities, and recycling water used in our underground operations and cooling plants, specifically at Zondereinde.

At Eland, an artificially constructed wetland system assists with the remediation of recycled water. At Zondereinde, the reverse osmosis treats recycled water for top-up water in the refrigeration plant – previously potable water from an external services provider was used as top-up.

Dynamic water balance modelling helps us monitor water use and recycling at each site. Together with upgrading our water metering

systems, we can identify how to better conserve water, manage water demand, and assess different climate change risk scenarios. In F2023, we upgraded our modelling to allow dynamic simulation of water and waste cycles in our operations. We can test a range of strategies and scenarios to identify opportunities for more efficient and sustainable water use, and incorporate predicted climate change impacts.

One initiative we identified was to establish interception boreholes at the TSF return water and evaporation dams. We have completed the geophysical assessment for the positioning of scavenging boreholes and drilling will commence in F2024.

We aim to minimise our reliance on potable or bulk water supply from external sources. In F2023

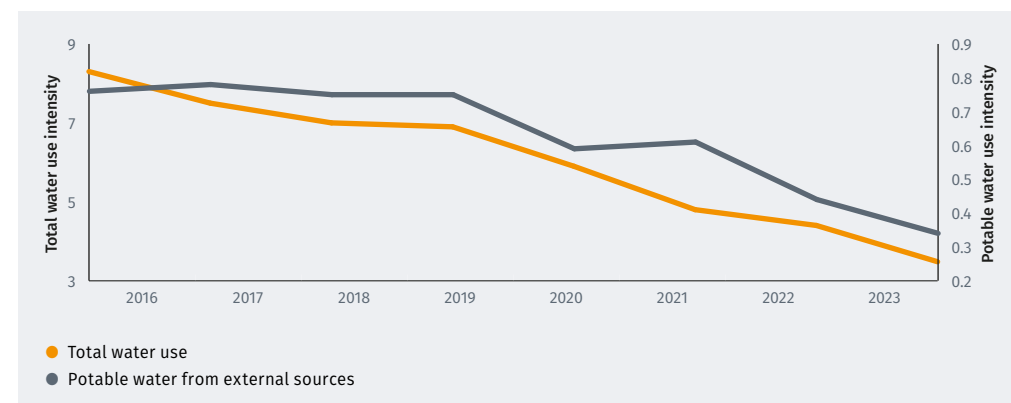
we commissioned a reverse osmosis plant at Zondereinde to purify process water for use in our refrigeration water circuit, instead of using potable water, which resulted in a reduction in water intake from a municipal source.

Protecting water resources

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

Group unit consumption for total water use and potable water from external sources (kilolitres per tonne milled)



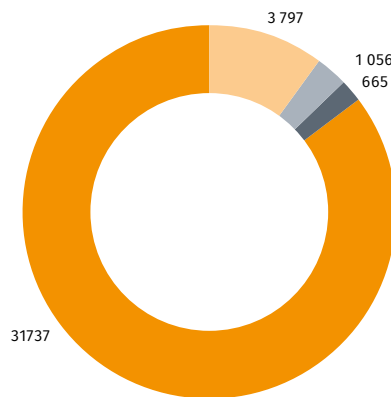


Water stewardship continued

Water use by site (1000m³)

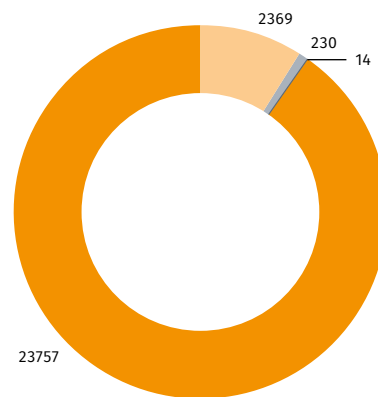
- Potable water from external sources
- Fissure water
- Borehole water
- Recycled

Group



Group	
Potable water from external sources ('000 m ³)	3 597
Fissure water ('000 m ³)	1 056
Borehole water ('000 m ³)	665
Water recycled in process ('000 m ³)	31 737
Total water use ('000 m ³)	37 055
Potable intensity (kl/tonne milled)	0.34
Total water use intensity (kl/tonne milled)	3.5
Recycled (%)	86% ^{LA}

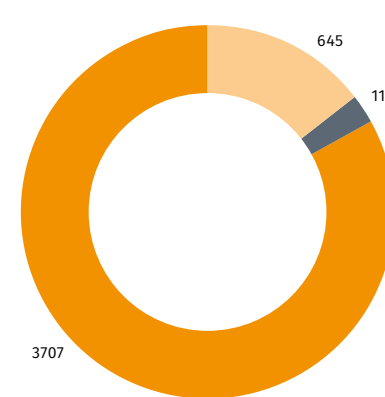
Zondereinde



Zondereinde	
Potable water from external sources ('000 m ³)	2 369
Fissure water ('000 m ³)	230
Borehole water ('000 m ³)	14
Water recycled in process ('000 m ³)	23 757
Total water use ('000 m ³)	26 370
Potable intensity (kl/tonne milled)	1.07
Total water use intensity (kl/tonne milled)	11.9
Recycled (%)	90%

Potable source:
Magalies water supplied from Vaalkop Dam

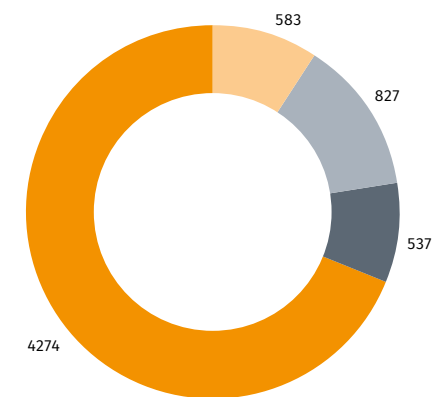
Booyensdal



Booyensdal	
Potable and bulk water from external sources ('000 m ³)	645
Fissure water ('000 m ³)	–
Borehole water ('000 m ³)	113
Water recycled in process ('000 m ³)	3 707
Total water use ('000 m ³)	4 465
Potable intensity (kl/tonne milled)	0.10
Total water use intensity (kl/tonne milled)	0.70
Recycled (%)	83%

Potable/bulk water:
Lebalelo, Oliphants river via the Flag Boshielo Dam as well as the De Hoop, which is located in the Steelpoort River

Eland



Eland	
Potable water from external sources ('000 m ³)	583
Fissure water ('000 m ³)	827
Borehole water ('000 m ³)	537
Water recycled in process ('000 m ³)	4 274
Total water use ('000 m ³)	6 221
Potable intensity (kl/tonne milled)	0.28
Total water use intensity (kl/tonne milled)	2.86
Recycled (%)	69%

Bulk water supply:
Hartebeespoort dam



Water stewardship continued

construction at Zondereinde include storm water control infrastructure for the concentrator and smelter. At Booysendal, we have constructed a water separation system using trenching and culverts to contain polluted water and divert clean water away from our operations.

The implementation of the ZE metallurgical complex stormwater management and pollution control plan commenced in F2019 and is nearing completion. To date, R115 million has been spent on this project. The concentrator plant at Zondereinde started to implement a stormwater management and pollution control plan in F2023. Eland has extensive stormwater management and containment facilities in place but commence with the planning of upgrades in F2024.

Monitoring and measuring water quality

Our operations have different water quality requirements, depending on their water catchment, to allow ecosystems to function, to provide adequate water for human needs, and to ensure security of supply. Our ground and surface water monitoring programmes are aligned with each site's individual IWULs. We analyse water quality results in accredited laboratories and submit monitoring reports to the DWS, along with regular IWUL-compliance assessments undertaken by independent consultants.

While we aim to minimise any impact on surrounding water quality, exceptional climatic events can impact our ability to contain stormwater. During F2023, we experienced significant rainfall events at our Zondereinde and Booysendal operations, with unquantified accidental discharges to the environment.

Eight of these were environmental incidents, which were reported to the relevant authorities.

→ See Environmental incidents on page 70.

Community water supply

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

Water security through partnerships

Northam participates in regional water forums to improve water conservation and management, partnering with the Department of Water Affairs and Sanitation, mining companies and other water users. We are also members of, and engage with, the local water boards and associations where we operate.

The Olifants River Water Resources Development Project aims to improve the security of water supply for the Eastern and Northern limbs of the Bushveld complex by using the De Hoop dam in the Olifants river. Booysendal is a member of the Lebalale Water Users Association, which has established the Olifants Management Model, to deliver the Olifants River Water Resources Development Project. We are contributing towards a feasibility study on improved potable and bulk water supply, using existing water infrastructure and developing new infrastructure up to 2030.



Smelter operation
at Zondereinde

Looking ahead

Our key priorities at all operations remain reducing fresh water withdrawal, increasing recycling of process water and optimising our pollution control dam capacities.

- We are using the dynamic water balance model at Zondereinde to improve water recovery and reduce our reliance on external water providers. We have completed the geophysical assessment for

the positioning of scavenging boreholes and drilling will commence in F2024.

- In F2024, we will undertake a detailed water conservation and demand management programme at our Booysendal operations, using dynamic water balance to determine and assess bulk water supply scenarios in view of our participation in the Lebalale water scheme.



Material topic: Tailings management

Mineral waste management

We aim to minimise the waste we generate and maximise waste recycling. Northam generates two main waste types: mineral waste from our mining operations and non-mineral waste from our metallurgical operations and other business activities.

Mineral waste includes waste rock and tailings from mining and concentrating activities, as well as slag from our furnace operations. Tailings is our largest mineral waste stream. Mineral waste, and specifically tailings storage facilities (TSFs) and their associated water systems, are a business risk to Northam.

At Zondereinde, we use milled waste rock, together with tailings, as backfill to provide roof support and reduce ventilation requirements underground. This minimises waste rock generation and associated on-site storage. At the Zondereinde smelter, slag is recycled and we are building a larger slag recycling facility to treat rising slag as well as material from the slag dump. At Booysendal and Eland, waste rock is minimal due to on-reef development.

We comply with the Mineral and Petroleum Resources Development Act 28 of 2002, Mine Health and Safety Act 29 of 1996, the National Water Act 36 of 1998 and associated dam safety regulations, and adhere to the South African National Standards (SANS) 10286 Code of Practice for Mine Residue Deposits.

➔ Refer to environmental performance data on page 88 for tailings waste information.

Managing TSFs

We have four layers of oversight:

1. TSF operator, under the control of operational legal appointees, is responsible for day-to-day operational activities
2. Legally appointed Northam operations management team
3. The appointed engineer of record (EOR), a civil engineer, provides continuous support: from initial design and construction, to monitoring and support. The EOR undertakes quarterly inspections of the TSF, and an annual assessment.
4. Annual formal independent audits determine whether the TSF meets regulatory requirements

2023 independent TSF audit

In February 2023, we undertook formal independent audits to provide assurance on the effective operation of all of Northam's TSFs and associated water management infrastructure. For each TSF, the audits cover:

- Risk assessment and management processes
- Meeting or exceeding regulatory requirements, industry guidelines and best practice



TSF at Booysendal
North

- Areas for improvement in design, management operation and closure
- Appropriate consideration and planning throughout the TSF lifecycle

In F2023, the audits did not identify any major risks or non-compliances and indicated that our TSFs are managed according to our operating standards and relevant legal requirements. No stability concerns were raised, and initiatives to ensure continued stability were supported.

The audit reports were submitted to Northam's health, safety and environmental Board sub-committee, and informed the Board's decision making on TSFs.

Tailings storage facilities

We have four active TSFs: two at Booysendal, and one each at Eland and Zondereinde. Each TSF is designed to match the operational life of the mine. Our approach is risk based and is embedded in our code of practice.



TSF Leading best practice

Northam has not fully adopted the Global Industry Standard on Tailings Management. We are, however, committed to make use of best practice and technological tools. This is demonstrated with the process followed with stability assessment and InSAR.

InSAR surface displacement analysis

In F2023, we appointed specialists to carry out historical InSAR surface displacement analysis for all our TSFs, including archived data from July 2018 to July 2022. The objectives were to:

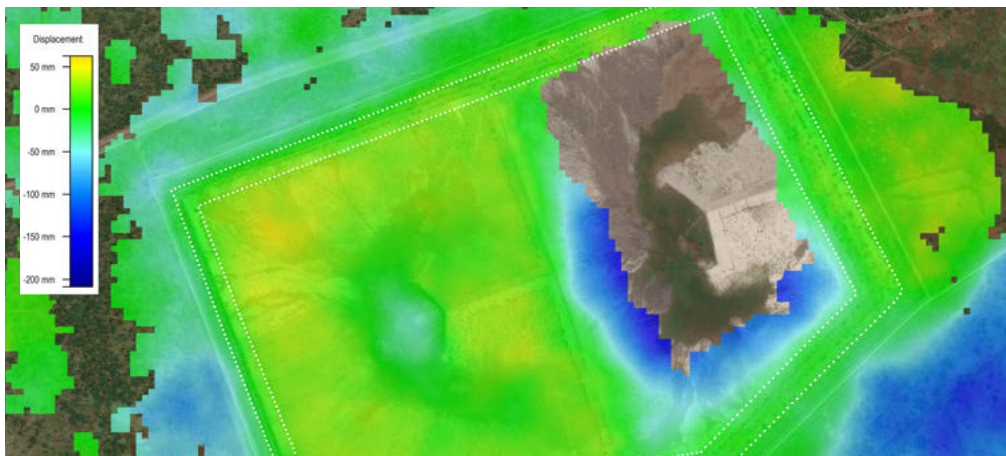
- model and analyse the historical surface displacement for each of our TSFs;

- identify previously known instability events; and
- identify areas displaying current displacement anomalies that may have a potential future impact on stability.

No areas of concern were identified by the analysis.

InSAR image of the Zondereinde TSF cumulative vertical LOS displacement

(Jul 2018 – Dec 2021)



Booyensdal North TSF stability assessments

In F2023, specialist geotechnical consulting engineers investigated the stability of Booyensdal North's TSF, in accordance with the 2020 ICOLD Tailing's Dam Safety Bulletin Draft. The industry norm for stability analysis involves using the Mohr-Coulomb assessment, which we used for the initial screening stage.

We also carried out a complex and advanced stability assessment, made up of critical-state soil mechanics principles, which is not routinely used in South Africa. The NorSand constitutive model tests material behaviour in the stability analysis, instead of making assumptions. For example, a seismic event, such as an earthquake, can be simulated to test the tailings material's response or we can test liquefaction as a response to a trigger. In F2023, we assessed various potential triggers, and found that a seismic or earthquake trigger event for 1:5 000 and 1:10 000 years return period (calculated in a site-specific probabilistic seismic hazard assessment) could induce liquefaction at planned future TSF elevations after 2026.

After completing the NorSand triggering assessment, new constitutive models better suited to dynamic or seismic modelling have enabled us to reassess TSF stability more accurately under dynamic loading. Further assessments were carried out in F2023. We are already implementing stabilisation measures in the form of a starter wall buttress. We will continue with our assessment work in F2024.



Letlhogonelo Judith
Moeng, Construction
assistant at Eland mine

Looking ahead

TSFs require continuous construction and management as a mine develops and evolves. Ongoing and future developments at our TSFs include:

- A stability assessment at Zondereinde to be completed in F2024.
- Increasing the size of the Booyensdal North TSF buttress wall. When the TSF was first constructed in 2013, it was built with the available waste rock at the site (650 million tonnes). With more material available onsite, the wall is now being completed to full height, which will ensure tailings storage for the life of the operation.
- Booyensdal South TSF has six years of capacity remaining and we are completing an environmental impact assessment for expanding the facility. The expansion will provide a capacity for 30 years of operation and we are targeting authorisation and licencing by the end of 2024.



Non-mineral waste management

All waste recovery, storage, handling, classification, treatment, transportation, and disposal are conducted in compliance with the Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) and its associated regulations.

We sort waste on site to ensure that we recover as much reusable and recyclable material as possible before disposal. We recover and recycle materials such as plastics, rubber, timber, and scrap metal. Final disposal by landfill or incineration (without energy recovery) is our least preferred option. We engage with suppliers to find recycled alternatives where possible.

At Zondereinde, we have a licenced landfill on site, although it will reach capacity in a few years. We are involved in a long-term investigation for

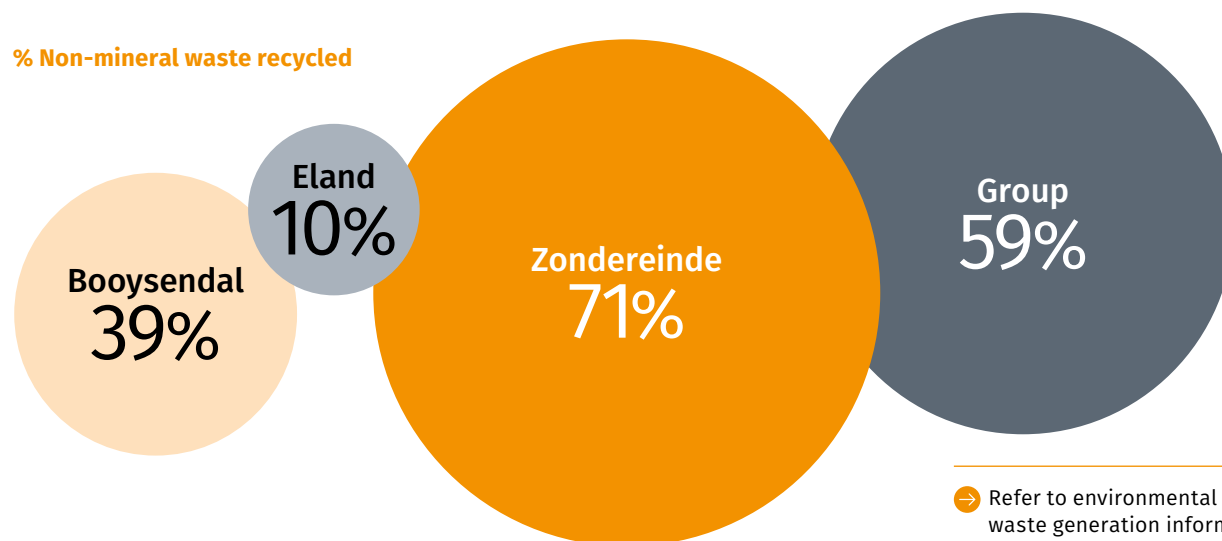
a regional solution in consultation with various stakeholders and hope to identify alternative options in F2025.

General waste from Eland and Booyssendal is transported to licenced off-site landfill facilities. We have contracts for the safe transport and disposal of hazardous waste at appropriately licenced facilities. Through our waste-management system, we are addressing mercury-containing waste from our used fluorescent light tubes, which are temporarily stored on site in specifically designed containers and removed from our site by a certified services provider for recycling at a designated and licenced facility. At Eland, we are upgrading our waste and salvage facility and are targeting completion in F2024.

Recycling platinum group metals

We buy salvaged automotive catalytic converters and associated slags material to recycle platinum group metals (PGM), supporting the PGM circular economy. Recycling catalytic converters involves de-canning and milling PGM containing substrate from the catalytic converters at our recycling facility, which is then shipped with slag material to Zondereinde for processing. In F2022, we commissioned a dedicated smelter circuit at Zondereinde for recycling PGM-containing substrate, comprising two furnaces with ancillary infrastructure, which will add significant metallurgical flexibility and opportunities for our recycling operations to expand.

% Non-mineral waste recycled



→ Refer to environmental performance data on page 88 for waste generation information.

In F2023, we recycled



6 245 oz

Platinum

F2022: 9 714 oz



5 739 oz

Palladium

F2022: 5 219oz



541 oz

Rhodium

F2022: 182oz

Numbers reflect equivalent refined.

Generating



R220m

in revenue

F2022: R230m

Values based on exchange rate and metal prices at 30 June.



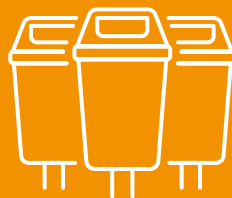
Non-mineral waste management continued

Targeting air quality improvements

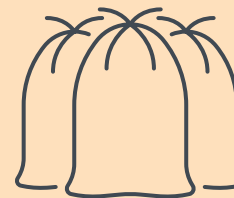
As part of our off-set agreement relating to stack emission standards sorting facilities, Zondereinde started a project in F2023 to reduce pollution in the local Smashblock community by improving waste separation and removal, and so avoid burning waste. As well as improving the air quality, the community is benefitting from a locally operated, relationship-driven waste collection service with separation and recycling at source. We are contributing to improving the livelihoods of Smashblock community members with job creation, particularly for waste pickers, and a cleaner and healthier environment.

Off-set project benefits to community

Provided waste bins at
2 400 stands to benefit
7 200 households



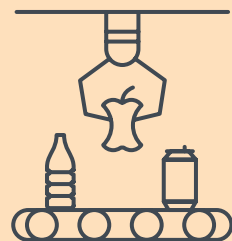
Provided waste bags
to households



Trained households to
separate waste at source



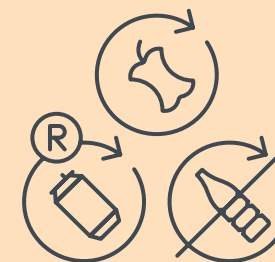
Established waste-
sorting facilities



Recruited and equipped waste
pickers to collect waste from
stands and to sort at waste-
sorting facilities



Started to process organic
waste, sell recyclable
waste, and dispose of
non-recyclables responsibly





Material topic: Management of emissions and discharges

Managing emissions to air

Sulphur dioxide (SO₂) and particulate emissions from our processing at Zondereinde are our most material area for managing air quality risk. We aim to avoid any potential adverse impact on the environment and local communities, and to comply with relevant legislation.

Sulphur dioxide and particulate emissions at Zondereinde

At Zondereinde, the processing facility operates under an Atmospheric Emission Licence (AEL) issued under the National Environment Management: Air Quality Act 39 of 2004. The AEL provides for an interim main stack SO₂ emission limit of 3 500 mg/Nm³, as part of a postponement agreement to January 2025, which requires an emissions management plan (EMP) and a particulate matter off-set initiative.

Following several pilot studies undertaken early in F2023, we implemented our particulate matter off-set project in F2023. This initiative focuses on reducing particulate emissions by improving waste collection recycling and disposal practices in the Smashblock community near Zondereinde, and prevent waste burning.

→ More details are in the waste management section on page 74.

→ Discharges to water in the water stewardship section on page 71.

Our short- to medium-term focus for our EMP 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 illustrated in the diagram on page 50.

Emissions management plan

Five years ago, we started to invest in addressing environmental challenges at Zondereinde processing facility, with a particular focus on air quality and stormwater management as an integral part of our expansion programme. We have invested R738 million to date.

We initiated our emissions management plan (EMP) in F2021 in a phased approach, as part of expanding our Zondereinde processing facility that started in F2017. The EMP focused on SO₂ and particulate emissions and total investment was R218m. Phases 0, 1 and 2 were completed in F2022, and Phase 3 was completed in F2023.

Zondereinde emissions management plan

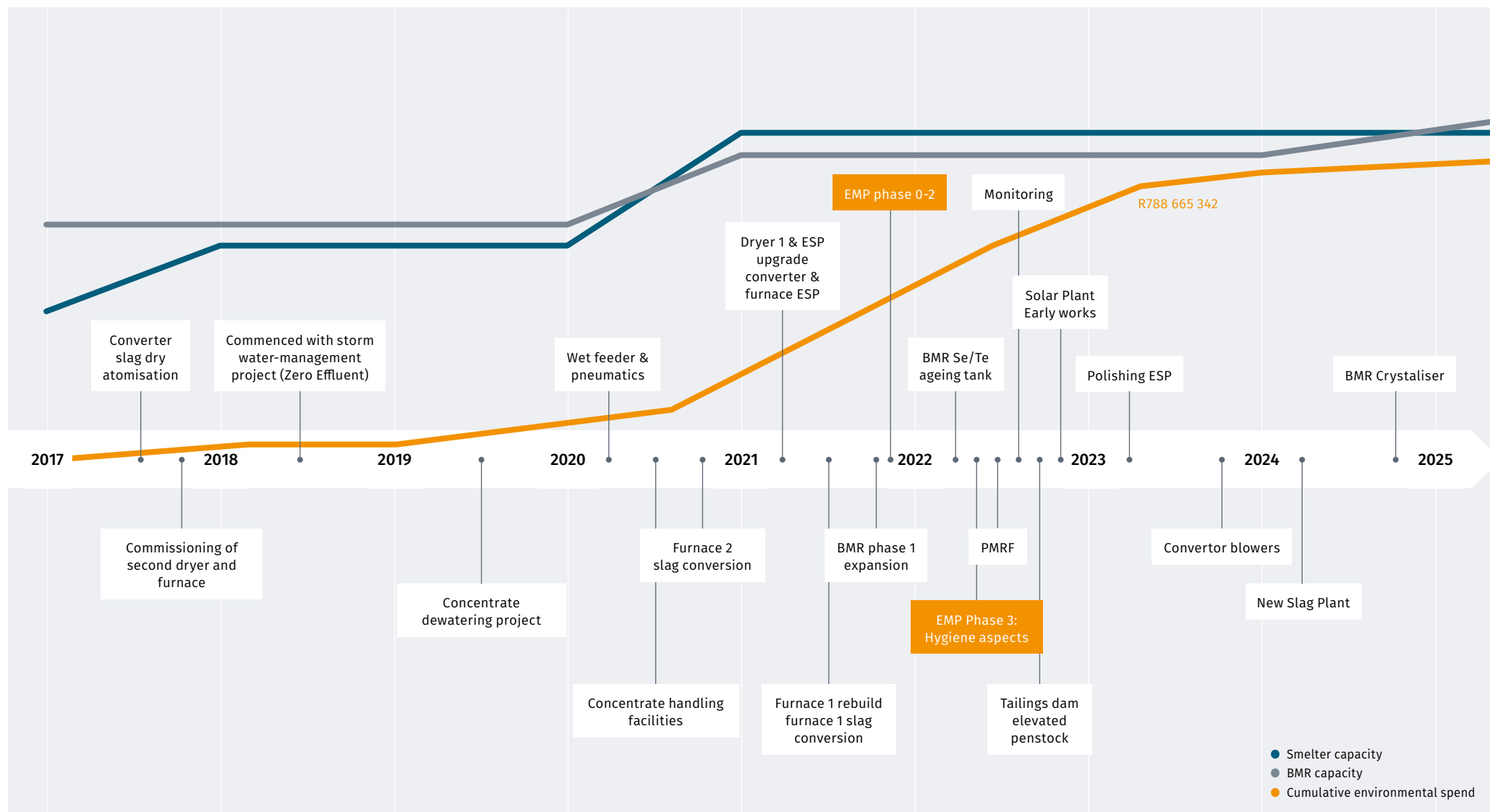
EMP Phase 0	Install new converter off-gas ducting
EMP Phase 1	Furnace building modifications Install furnace matte tapping hoods Upgrade furnace ducting for improved dedusting in ESP Dry granulation dust recoveries
EMP Phase 2	Install high temperature cyclone for dust capturing from converter off-gas Install new converter hot gas fans and ducting Demolish redundant bag house and upgrading of furnace ESPs
EMP Phase 3	Capture and vent fugitive emissions - Install new off-gas fans and additional main stack flue - Install secondary off-gas capturing system tie-ins

During F2023, we also installed a polishing ESP at dryer 1, which was not part of the EMP, at a cost of R60 million.



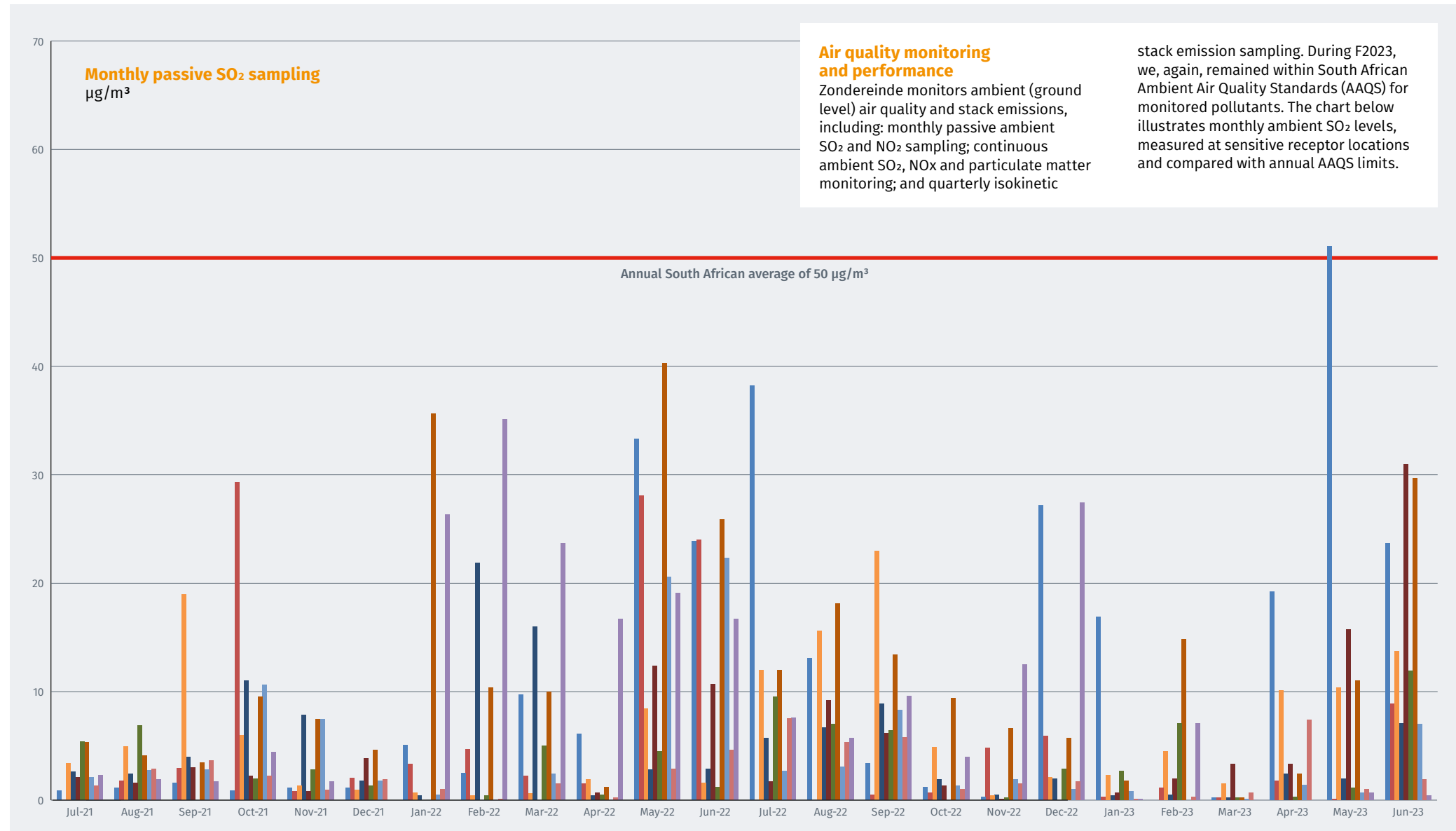
Managing emissions to air continued

Strategic processing execution programme





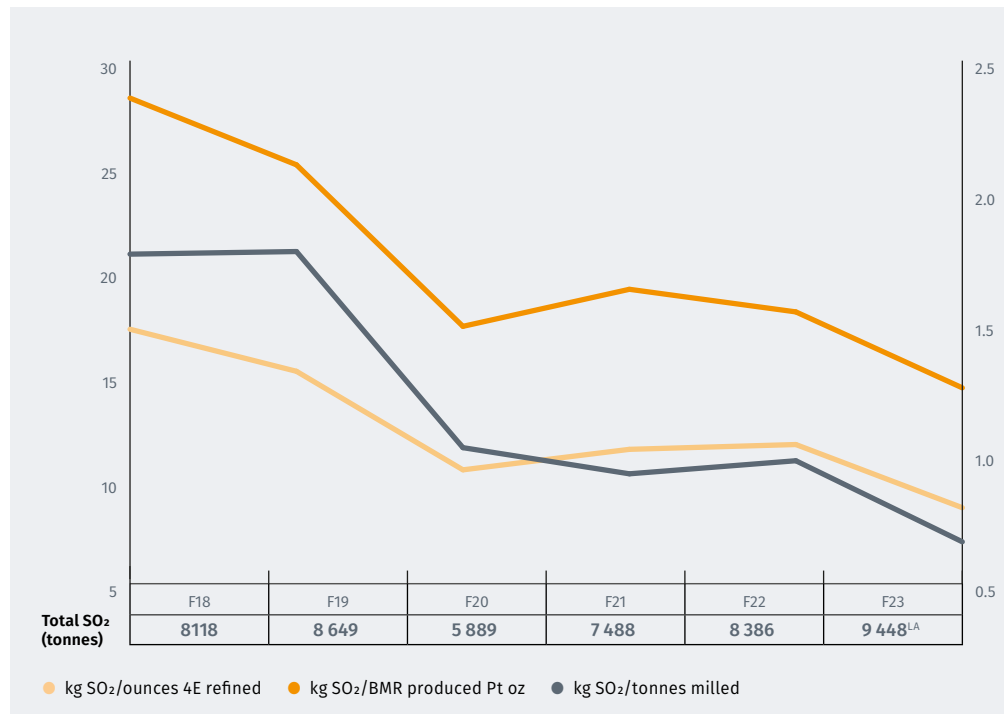
Managing emissions to air continued





Managing emissions to air continued

Sulphur dioxide emissions intensity



Atmospheric impact

In F2023, Zondereinde completed an in-depth, independent air quality impact assessment of the potential impact of emissions, from current and projected production levels up to 2039. The assessment also assessed the potential impact on ambient SO₂, PM10 and PM2.5 levels.

The assessment confirmed there are no ambient air quality impacts and predicted ambient air quality levels remain well below regulated levels at current and at higher production volumes, without the need for sulphur abatement. In addition, our measured concentration levels for ambient SO₂, PM10 and PM2.5 align with the modelled values and are well below required levels.

Modelled scenarios included sulphur abatement at a lower stack emission limit of 1 200 mg/Nm³. Under this scenario, we detected no significant difference to ambient air quality, compared with scenarios with higher stack emission levels.

We will submit the study findings to the Department of Forestry, Fisheries, and the Environment (DFFE) and engage with the authorities to ensure our Atmospheric Emissions Licence (AEL) aligns with the findings of the report and growth projections for the site. As our postponement agreement expires in January 2025, we will engage with the relevant regional and national authorities to discuss amending Zondereinde's AEL in line with the findings from the recent atmospheric impact assessment.

Dust fall-out

Fall-out dust is a common concern for mining operations and communities. It arises from mining activities as well as other land uses, including neighbouring mines, agriculture, unpaved roads, and community fuel and waste burning. At Northam's operations, dust emissions are mainly from unpaved roads and production activities such as production stockpiles and tailings dams.

We monitor dust fallout at all our operations through extensive networks of dust buckets and operational controls to limit dust emissions, including vegetating tailings dam slopes and dust suppression applications.

In F2023, we had one reportable incident relating to dust fall-out at Zondereinde during construction (see environmental incidents on page 70). All other sites were, again, fully compliant with the limits set by the National Dust Control Regulations for industrial locations: 1 200 mg/m²/day.

Looking ahead

As our postponement agreement is expiring in January 2025, we will engage with the relevant regional and national authorities to discuss a way forward for amending Zondereinde's AEL in line with the findings of the recent atmospheric impact assessment.



TOP

5

MATERIAL
TOPIC

Material topic: Biodiversity management

Biodiversity management

South Africa has abundant and unique biodiversity, and our mining activities are located within and near areas of extreme sensitivity and diverse biodiversity.

Northam is committed to protecting the biodiversity of the areas where we operate, and contributing to the conservation of South Africa's abundant and unique biodiversity. Managing the potential impact of our mining activities on biodiversity is an integral part of day-to-day environmental management activities across our operations.

Range of ecotypes at Northam's sites

Zondereinde

Located within the Dwaalboom Thornveld ecotype. It is not considered endangered and is not a NEMBA red-listed ecosystem. No formally protected areas within 40 km.

Eland

Located within the Marikana Thornveld ecotype, an endemic regional biome identified as a NEMBA red-listed ecosystem due to extensive land use change and development, coupled with low protection status. Due to historic agricultural and present-day mining activities, very few representative areas of the Marikana Thornveld ecotype remain. Potentially borders the Magaliesberg Biosphere Reserve, a critical biodiversity area (CBA).

Booyesendal

Mining activities located within or near a CBA. Booyesendal's operations stretch across Limpopo and Mpumalanga provinces and span several centres of plant endemism in the Groot Dwaarsrivier Valley. The Groot Dwaarsrivier is a permanent river flowing through the Booyesendal mining area and is a critically threatened ecosystem type.

Booyesendal's biodiversity off-set programme

Booyesendal's environmental licence to operate relies heavily on the protection of this natural resource and influences our day-to-day decision making. Booyesendal encompasses several ecologically sensitive areas of critical biodiversity importance, prioritised by conservation authorities, and deemed as irreplaceable. Rare and endangered mammals and species of fish observed at Booyesendal are recognised as endemic to the habitats around Booyesendal. Careful and proactive management is vital due to the natural environment with high levels of animal and plant diversity. Most of the area under Booyesendal's control consists of untransformed grassland and bushveld vegetation, grazed by wildlife and domestic livestock, and is in a pristine or near-pristine state.

As part of its operating licence, Booyesendal has an offset agreement in accordance with the National Environmental Management: Protected Areas Act No. 57: it requires Booyesendal to secure and manage an area of land for conservation purposes that is 30 times bigger than the land area physically impacted by the licenced mining activities.

The Buttonshope Conservancy Trust is an independent trust that manages Booyesendal's biodiversity offset programme and conservation efforts. As part of the offset agreement, Northam will transfer all protected areas managed by the Buttonshope Conservancy Trust to the Mpumalanga Tourism and Parks Agency (MTPA) when the Booyesendal mining operations close.

A dedicated land-management team manages the day-to-day responsibilities relating to the land owned and managed by the Buttonshope Conservancy Trust, as well as unproclaimed areas that are not part of the Trust. This team is headed by a professional land manager who reports directly to the Sustainability: Executive, and is independent from operational issues at Booyesendal.

Biodiversity offset targets (hectares)	Achieved	Target	
	F2023	F2024	F2026
Land available for immediate offset	2 122	2 734	3 269
Land requiring remediation prior to offset (add Buttonshope)	1 217	1 408	1 408
Total land owned by Buttonshope Conservation Trust (Land protected for conservation)	3 339 ^{1A}	4 141	4 677
Land required for offset required (progressive number)	2 070	2 465 ¹	2 625 ¹
Area disturbed requiring off set (x30)	69	82.2	87.5

¹ Numbers to be confirmed with as-build recon



Biodiversity management continued

Buttonshope Conservancy Trust

Booyseendal's conservation efforts and biodiversity offset programme are managed by the Buttonshope Conservancy Trust, which was established in 2010 and is operated and governed independently from Booyseendal.

Buttonshope's objectives:

- Expand areas managed for offset conservation
- Create conservation corridors between existing conservation areas
- Involve community members and raise local environmental awareness
- Restore land to pristine condition
- Remove alien species

The Buttonshope Board

Chaired by Northam's CEO, including Northam's Chief Financial Officer and Executive: Sustainability, representatives from Mpumalanga Tourism and Parks Agency (MTPA), academics, and independent conservation and biodiversity experts.

Investment in Buttonshope

The Trust's funding is guaranteed through an annual R1 million contribution from Booyseendal. It owns 3 339^{1A} hectares (ha) of land and in F2023, initiated the acquisition of a further 802 ha of land for conservation for R7 million, part funded by Booyseendal and part funded by the Buttonshope Conservation Trust. This transaction will be concluded early in F2024 and will increase land owned by the Trust to 4 141 ha.

Booyseendal and the Buttonshope Conservancy Trust properties

- Key**
- Buttonshope Conservancy Trust owned properties
 - Veloren Valei Nature Reserve
 - De Berg Nature Reserve area
 - Booyseendal Mining Rights Area
 - Booyseendal Mine area of physical surface disturbance



0 0.75 1 3 4.5 6 7.5 km



Biodiversity management continued

De Berg Nature Reserve

In F2023, we completed a biodiversity study and management plan for De Berg Nature Reserve and properties earmarked for potential proclamation.

The De Berg Nature Reserve is an area rich in natural beauty that is largely in a pristine or near-pristine state. It has an, exceptionally, high species richness as it lies within the ecotone of four vegetation types and two biomes, and because there are drastic differences in elevation.

The entire area falls within Limpopo-Mpumalanga-Eswatini Escarpment (LMEE) centre of plant endemism. The area is regarded as a priority focus area in the South African National Protected Areas Expansion Strategy.

An ecosystem gem

An indicator of the diversity of the ecosystem is that 30 of the threatened or near-threatened plant taxa within the area comprise 15% of the 200 threatened and near-threatened species known to occur within the Mpumalanga Province, but in an area that covers just 0.3% of the Mpumalanga Province.



See Annual integrated report 2023, page 92, for information on a new *Bulbine* species found in the De Berg Nature Reserve.



Vegetation and plants

Eucomis vandermerwei

96.8% of the area has extreme conservation importance status:

- 59.6% categorised as 'Protected Areas'
- 9.9% – 'CBA-Irreplaceable'
- 27.3% – 'CBA-Optimal'

Exceptionally high plant species richness with 878 indigenous plant species recorded to date. This includes:

- 15 plant taxa endemic or near endemic to the SCPE
- 17 plant taxa endemic or near endemic to the LCPE
- 2 plant taxa endemic to the LMEE
- 42 plant Species of Conservation Concern:
 - 19 threatened (endangered or vulnerable);
 - 11 near threatened; seven rare plant species; and
 - five declining plant species

Five of the 19 recorded threatened plants were new species discoveries made during a 2021 study of the Booyseendal properties and are currently in the process of being described and published.



Vertebrates

Common River Frog
(*Amieta delalandii*)

641 terrestrial vertebrate animal species, including frogs, reptiles, birds, and mammals, can be expected in the study area:

- Ten of 18 expected frog species were encountered
- 16 of 71 expected reptile species were encountered
- 127 of an estimated 432 species of birds were observed
- 42 bird species of conservation concern
- 120 medium-to-small mammal species
- 25 of the mammal species expected are species of conservation concern with seven of these confirmed



Aquatic and invertebrates

Dyticopycna sylvia

The area is considered high to very high aquatic biodiversity conservation status with high to very high ecological importance and sensitivity. The section of the Groot Dwaarsrivier within the area is classified as a National Freshwater Ecosystem Priority Area (NFEPA).

The area has a high aquatic macroinvertebrate diversity with 47 families sampled. It also has a rich invertebrate population, which includes:

- 35 dung beetle taxa;
- 5 butterfly taxa; and
- 21 Odonata species (dragonflies and damselflies).



Biodiversity management continued

Our operational Biodiversity Management Plans

Booysendal

- Individual BMPs for mining area and biodiversity offset areas, incorporating findings and recommendations from terrestrial and aquatic ecological studies by independent specialists are in place.
- The mining and offset areas are split into Biodiversity Management Units, with specific management interventions to ensure positive biodiversity conservation outcomes.
- The environmental department monitors and reports on compliance and progress, with oversight from the Sustainability: Executive. Independent auditors assess compliance regularly.

Zondereinde and Eland

- Preparing BMPs to assist in mitigating biodiversity-related impacts.
- Specialist studies by independent consultants are underway.



Refer to environmental performance data on page 88 for land use information.

Alien vegetation eradication

Part of our conservation work is removing alien vegetation within the land we manage. This is an important element for rehabilitating conservation land to pristine condition. Eradicating alien vegetation, which mainly covers black wattle (*Acacia mearnsii*) and *Eucalyptus spp.*, is a collaborative effort by the land management team and a local contractor. Over the past decade, our alien vegetation eradication programme at Booysendal has covered more than 70 ha of land. In F2023, we covered a further five ha, and we aim to cover an additional 15 ha by F2027.



William Ntuli Madhito,
General worker at Booysendal



Biodiversity management continued

Supporting the Task Force for Nature-related Financial Disclosures (TNFD)

In response to the climate change crisis, the Financial Stability Board (FSB) created the Task Force on Climate-related Financial Disclosures (TCFD). It aims to improve and increase companies' reporting of climate-related financial information to support decision making by investors, lenders and insurance underwriters.

➔ See page 112 for Northam's response to the TCFD.

Nature and biodiversity loss is becoming a significant challenge on the back of climate change and environmental damage, and over the past decade, it has shifted from being a medium- to long-term concern to a present-day reality. As a global response, the Task Force on Nature-related Financial Disclosures (TNFD) was established in 2021. It aims to develop the emerging frontier of financial risk management relating to biodiversity and nature loss. The mining and metals industry is one of the priority non-financial thematic sectors for the TNFD, and Northam is one of only two African mining companies piloting the TNFD framework, partnering with the International Council on Mining and Metals (ICMM).

In F2023, Northam elected to participate in TNFD's global pilot project. We recognise the inherent strategic and operational importance of biodiversity and understand the enhanced biodiversity-related risks at Booysendal.

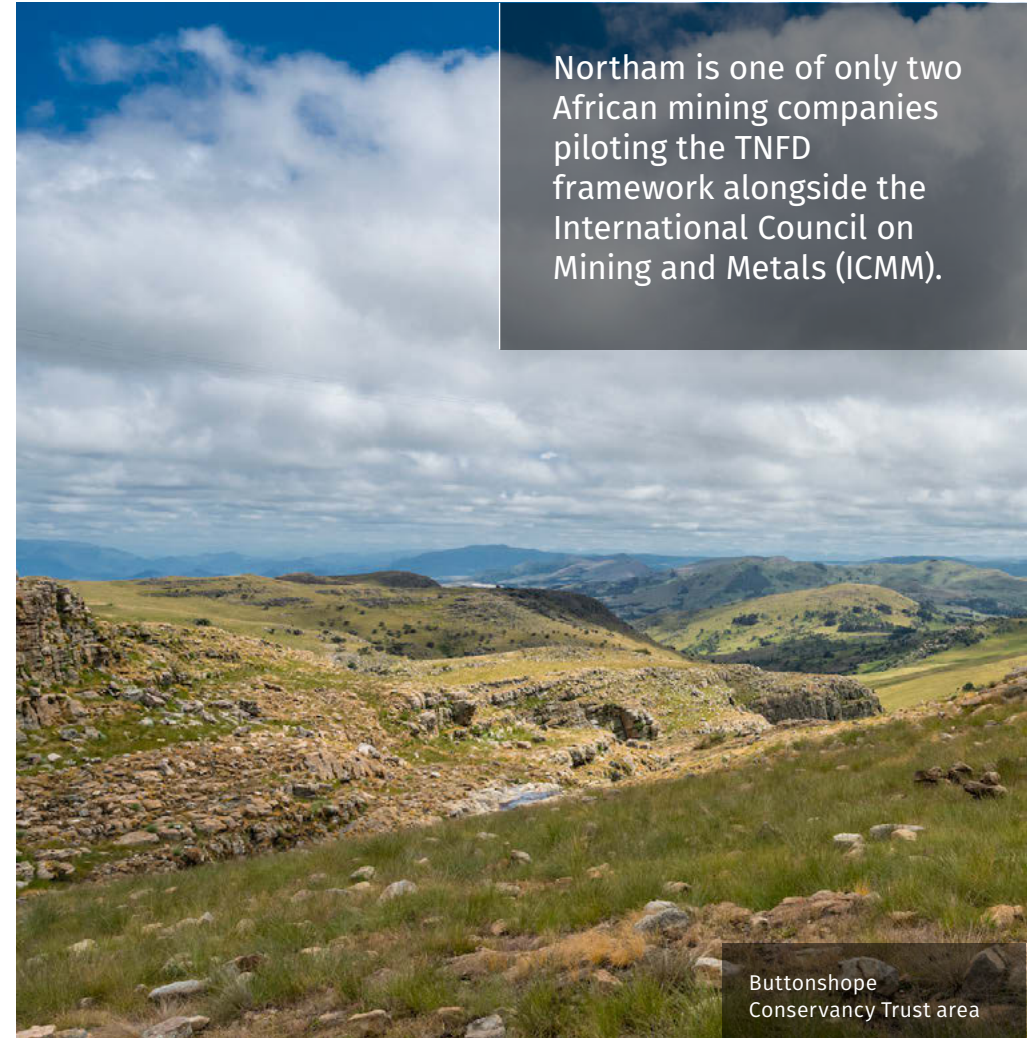
Similar in approach to the TCFD, the TNFD is, primarily, focused on shifting financial flows away from nature-negative outcomes towards nature-positive outcomes. To promote this outcome, the TNFD is developing a risk and management disclosure framework for organisations to report and act on their emerging nature-related risks and opportunities. The TNFD framework focuses on ensuring that nature-related dependencies, impacts, risks and opportunities are, effectively, understood and communicated by organisations to the broader financial and investor community. The draft framework follows the same disclosure requirements as the TCFD, covering governance, strategy, risk and impact management, and metrics and targets.

Looking ahead

We continue to work on concluding the registration of the De Berg Nature Reserve and acquiring additional conservation properties, in line with our biodiversity offset strategy.

We will continue piloting the TNFD framework, and will incorporate any risks and opportunities we identify into our environmental management systems, including informing the Eland and Zondereinde BMPs, as well as identifying environmental management and closure objectives for our operations.

Northam is one of only two African mining companies piloting the TNFD framework alongside the International Council on Mining and Metals (ICMM).



Buttonslope
Conservancy Trust area



Biodiversity management continued

De Berg Nature Reserve



Environmental performance data

	F2023	F2022	F2021	F2020	F2019
Rock mined (000t)	9 853	7 940	8 408	5 132	5 268
Ore milled (000t)	10 655	8 660	8 145	5 752	4 892

Water

Total water use (000m ³)	37 055	38 142	39 079	33 900	34 000
Potable water from external sources (000m ³)	3 597	3 797	4 935	3 416	3 691
Fissure water (000m ³)	1 056	1 500	1 022	209	1 278
Borehole water (000m ³)	665	730	1 116	2 183	52
Water recycled in process (000m ³)	31 737	32 114	32 002	28 092	28 979
Potable intensity (kl/tonne milled)	0.34	0.44	0.61	0.59	0.75
Total water use intensity (kl/tonne milled)	3.5	4.4	4.8	5.9	6.9
Water recycled (%)	86^{1A}	84	82	83	85

Energy

Group electrical energy consumption (MWh)	1 419 585^{1A}	1 278 261	1 184 298	1 031 549	971 036
Group electrical energy consumption (GJ)	5 110 510	4 601 740	4 263 472	3 713 576	3 495 729
Electrical energy consumption intensity (MWh/tonne milled)	0.13	0.15	0.15	0.18	0.20
Total energy consumption (GJ)	5 865 008	5 268 890	4 938 292	4 349 482	3 994 143
Total energy intensity (GJ energy/tonne milled)	0.55^{1A}	0.60	0.61	0.76	0.82

Greenhouse gas emissions

Total scope 1 emissions (direct emissions) (CO ₂ e tonnes)	68 673^{1A}	50 096	58 994	56 179	44 263
Total scope 2 emissions (indirect emissions) (CO ₂ e tonnes)	1 476 368^{1A}	1 380 522	1 279 042	1 021 183	961 326
Total scope 3 emissions (indirect emissions) (CO ₂ e tonnes) ⁷	910	559	450	154	221
Group scope 1 & 2 GHG (CO ₂ e tonnes)	1 545 005	1 430 618	1 338 036	1 077 362	1 005 588
Scope 1 & 2 GHG intensity (tonnes CO ₂ e per tonne milled)	0.145	0.165	0.160	0.190	0.210

Land use (hectares)

Land disturbed by mining-related activities	2 330^{1A}	2 076	3 014	3 011	2 507
Land leased to third parties ¹	5 360	5 360	–	–	–
Land protected for conservation ²	3 339^{1A}	3 339	4 054	4 054	2 104
Land under unproclaimed conservation ³	5 068	5 201	–	–	–
Other ⁴	6 304	6 391	9 083	9 086	7 546
Total land under management ⁵	22 366^{1A}	22 368	18 332	18 332	14 338

Resource use

Timber use (bulk support) (m ³)	2 963	2 585	3 000	2 587	2 505
Oxygen (tonnes)	3 935	3 384	3 659	3 449	3 455

	F2023	F2022	F2021	F2020	F2019
Sulphuric acid (tonnes)	782	795	678	672	688
Sulphur dioxide (tonnes)	149	162	139	123	140
Lubricating and hydraulics oil (000 litres)	9 753	4 798	3 237	2 099	1 614
Diesel (000 litres)	16 230	9 301	8 605	6 920	4 974
Petrol (000 litres)	81	85	85	92	99
Coal (tonnes)	14 097	12 482	13 781	14 677	12 085
Jet A-1 fuel (000 litres)	78	69	56	42	46
Emulsion (tonnes)	12 794	9 207	–	–	–

Non-mineral waste (tonnes)

General waste to disposal	5 767	6 045	–	–	–
Hazardous waste to disposal	1 061	935	–	–	–
Medical waste	5	11	–	–	–
Total waste generated	6 833	6 992	–	–	–

Waste diverted from disposal

Timber recycled	1 541	1 119	–	–	–
Steel & scrap metal recycled	5 209	4 360	–	–	–
Industrial waste recycled	2 873	3 230	–	–	–
Plastic recycled	89	134	–	–	–
Rubber recycled	441	309	–	–	–

Tailings management

Disposed to tailings storage facility	8 470 314	7 546 282	–	–	–
Used for backfill	753 496	646 015	–	–	–

Environmental incidents

Reportable environmental incidents ⁶	9^{1A}	2	3	–	–
Non-reportable environmental incidents	88	42	48	–	–
Total environmental incidents	97	44	51	–	–

Air quality

Tonnes SO ₂	9 448^{1A}	8 386	7 488	5 889	8 649
kg SO ₂ /tonne milled	0.89	0.97	0.92	1.02	1.77

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

⁶ An environmental incident, which is required to be reported to the relevant authorities (refer to Northam's sustainable development reporting guidelines)

⁷ The reporting of scope 3 emissions will be aligned with the more comprehensive calculator from F2024



Appendix

Covered in this section:

- Assurance report
- GRI reference
- TCFD reference

Assembled headgear
at Number 3 shaft at
Zondereinde



Assurance report

Independent Auditor's limited Assurance Report on the Selected Sustainability Information in Northam Platinum Holdings Limited Sustainability Report.

To the Directors of Northam Platinum Holdings.

We have undertaken a *limited assurance* engagement in respect of the selected sustainability information, as described below, and presented in the 2023 Sustainability Report of Northam Platinum Holdings Limited (the 'Company', "Northam" or "you") for the year ended 30 June 2023 (the Report). This engagement was conducted by a multidisciplinary team including health, safety, social, environmental and assurance specialists with relevant experience in sustainability reporting.

Subject Matter

We have been engaged to provide a limited assurance conclusion in our report on the following selected sustainability information, marked with a 'LA' on the relevant pages in the Report. The selected sustainability information described below have been prepared in accordance with the Company's reporting criteria that accompanies the sustainability information on the relevant pages of the Report (the accompanying reporting criteria).

Number	Selected Sustainability Information	Unit of measurement	Boundary	Page reference
Regulatory Compliance				
1	Percentage of Historically Disadvantaged Persons (HDPs) in management	Percentage (%)	Northam Platinum Holdings Limited	41; 38
2	Percentage of women at mining	Percentage (%)	Northam Platinum Holdings Limited	41
Group Safety Performance				
3	Number of fatalities	Number	Northam Platinum Holdings Limited	6; 13; 22
4	Total Injury Incidence and Frequency Rate	Rate	Northam Platinum Holdings Limited	22
5	Reportable Injury Incidence and Frequency Rate	Rate	Northam Platinum Holdings Limited	22
6	Lost-time Injury Incidence Frequency Rate	Rate	Northam Platinum Holdings Limited	22
Labour Practices/Workforce				
7	Total Workforce	Number	Northam Platinum Holdings Limited	13; 26
8	Total Employee Workforce	Number	Northam Platinum Holdings Limited	26
9	Employee turnover rate percentage	Percentage (%)	Northam Platinum Holdings Limited	6; 13; 29
10	Percentage of employees covered by collective bargaining agreements	Percentage (%)	Northam Platinum Holdings Limited	6; 38; 40
11	Number of strikes and lock-outs exceeding one week's duration, by operation	Number	Northam Platinum Holdings Limited	38; 40
Responsible Environmental Stewardship				
12	Total Group Electricity Purchased (MWh)	MWh	Northam Platinum Holdings Limited	66; 88
13	GHG emissions: Total Scope 1 emissions (direct emissions)	Tonnes CO ₂ e	Northam Platinum Holdings Limited	66; 88
14	GHG emissions: Total Scope 2 emissions (indirect emissions)	Tonnes CO ₂ e	Northam Platinum Holdings Limited	66; 88
15	SO ₂ emissions	Tonnes	Northam Platinum Holdings Limited	68; 81; 88
16	Energy Intensity	GJ tonne milled	Northam Platinum Holdings Limited	66; 88
17	Group percentage of water recycled (%)	Percentage (%)	Northam Platinum Holdings Limited	68; 72; 88
18	Reportable environmental incidents	Number	Northam Platinum Holdings Limited	68; 88
19	Total land under management	Number	Northam Platinum Holdings Limited	88
20	Land disturbed by mining-related activities	Number	Northam Platinum Holdings Limited	88



Assurance report continued

Number	Selected Sustainability Information	Unit of measurement	Boundary	Page reference
21	Land protected for conservation (proclaimed)	Number	Northam Platinum Holdings Limited	6; 68; 82; 83; 88
22	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	Number	Northam Platinum Holdings Limited	68
Stakeholder benefit from value created by the company				
23	Total Group Social and Labour Plan expenditure	ZAR	Northam Platinum Holdings Limited	49; 51
24	Housing ownership units	Number	Northam Platinum Holdings Limited	32
25	Payments to government (Royalties and taxes)	ZAR	Northam Platinum Holdings Limited	6

We refer to this information as the “selected sustainability information”.

Your responsibilities

The Directors are responsible for the selection, preparation and presentation of the selected sustainability information in accordance with the accompanying reporting criteria as set out on pages 93 to 97 of the Report (the “Reporting Criteria”).

This responsibility includes:

- the identification of stakeholders and stakeholder requirements, material issues, commitments with respect to sustainability performance, and
- the design, implementation and maintenance of internal control relevant to the preparation of the Report that is free from material misstatement, whether due to fraud or error.

The Directors are also responsible for determining the appropriateness of the measurement and reporting criteria in view of the intended users of the selected sustainability information and for ensuring that those criteria are publicly available to the Report users.

Inherent limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining, calculating, sampling and estimating such information. The absence of a significant body of established practices on which to draw allows for the selection of different but acceptable measurement techniques which can result in materially different measurements and can impact

comparability. Qualitative interpretations of relevance, materiality and the accuracy of data are subject to individual assumptions and judgements. The precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time.

In particular, where the information relies on carbon and other emissions conversion factors derived by independent third parties, or internal laboratory results, our assurance work will not include examination of the derivation of those factors and other third party or laboratory information.

Our Independence and Quality Management

We have complied with the independence 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 behaviour. 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).

The firm applies the International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, which requires the firm

to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our responsibility

Our responsibility is to express a limited assurance conclusion on the selected sustainability information 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 3000 (Revised), *Assurance Engagements other than Audits or Reviews of Historical Financial Information* (ISAE 3000 (Revised)), and, in respect of greenhouse gas emissions, International Standard on Assurance Engagements 3410, *Assurance Engagements on Greenhouse Gas Statements* (ISAE 3410) issued by the International Auditing and Assurance Standards Board. These Standards require that we plan and perform our engagement to obtain limited assurance about whether the selected sustainability information are free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 (Revised), and ISAE 3410, involves assessing the suitability in the circumstances of the Company's use of its reporting criteria as the basis of preparation for the selected KPIs, assessing the risks of material misstatement of the selected sustainability information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the selected sustainability information. A limited assurance engagement



Assurance report continued

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 and included inquiries, observation of processes followed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- Interviewed management and senior executives to obtain an understanding of the internal control environment, risk assessment process and information systems relevant to the sustainability reporting process;
- Inspected documentation to corroborate the statements of management and senior executives in our interviews;
- Tested the processes and systems to generate, collate, aggregate, monitor and report the selected sustainability information;
- Performed a controls walkthrough of identified key controls;
- Inspected supporting documentation on a sample basis and performed analytical procedures to evaluate the data generation and reporting processes against the reporting criteria;
- Evaluated the reasonableness and appropriateness of significant estimates and judgements made by the directors in the preparation of the selected sustainability information; and

- Evaluated whether the selected sustainability information presented in the Report are consistent with our overall knowledge and experience of sustainability management and performance at the Company.

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 the Company's selected sustainability information have been prepared, in all material respects, in accordance with the accompanying the Company's reporting criteria.

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 information as set out in the Subject Matter paragraph above for the year ended 30 June 2023 are not prepared, in all material respects, in accordance with the reporting criteria.

Other Matters

No assurance procedures were performed on the previous Sustainability Report by PwC Inc. The information relating to the prior reporting periods has however been subject to assurance procedures by the predecessor auditors.

The maintenance and integrity of Northam Platinum Holdings Limited's website is the responsibility of Northam Platinum Holdings Limited's directors. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to either the information in the Report or our independent assurance report that may have occurred since the initial date of presentation on Northam Platinum Holdings Limited's website.

Restriction of liability

Our work has been undertaken to enable us to express a limited assurance conclusion on the selected sustainability information to the directors of the Company in accordance with the terms of our engagement, and for no other purpose. We do not accept or assume liability to any party other than the Company, for our work, for this report, or for the conclusion we have reached.

PricewaterhouseCoopers Inc.
Director: Oswald Wentworth
Registered Auditor
Johannesburg
24 August 2023



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

	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 workforce: Total numbers of employees and contractors working at the Zondereinde, Booyssendal and Eland operations at the end of the reporting period.
8	Total number of employees: Employee workforce	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.
9	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.
10	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.
11	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 A: List of the selected information (KPI's) in the scope of the assurance engagement continued

	Selected Information (KPIs), reported at Group level	Criteria (Definitions per Northam's Approved Sustainable Development Data Reporting Guideline Document, 2022)
Responsible Environmental Stewardship		
12	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.
13	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.
14	GHG emissions Total (Scope 2) (indirect emissions) (CO ₂ e tonnes)	
15	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.
16	Energy Intensity (GJ 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.
17	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 A: List of the selected information (KPI's) in the scope of the assurance engagement continued

	Selected Information (KPIs), reported at Group level	Criteria (Definitions per Northam's Approved Sustainable Development Data Reporting Guideline Document, 2022)
18	Reportable environmental incidents	Reportable environmental incidents: An environmental incident at the Zondereinde, Booysendal 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.
19	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.
20	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 administrative, residential, or other infrastructure required for mining activities.
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	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 A: List of the selected information (KPI's) in the scope of the assurance engagement continued

	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		
23	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, Booyssendal 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 Apprentice-ships; ▪ 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, Booyssendal and Eland operations for targeted beneficiaries out-side 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, Booyssendal 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.
24	Housing ownership units	Home ownership units: Housing units made available for purchase by employees at the Zondereinde, Booyssendal or Eland operations.
25	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).



GRI Content Index

Northam has reported in accordance with the GRI Standards for the period 01 July 2022 to 30 June 2023 using GRI 1: Foundation 2021. The GRI Mining Sector Standard is still in development, and only expected to be released in Q4 of 2023 and is therefore not applicable.

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard ref. No.
			Requirement(s) omitted	Reason	Explanation	
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	Inside back cover Annual Integrated Report (pg. 169)	A light orange cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	2-2 Entities included in the organization's sustainability reporting	Our Operations (pg. 3)				
	2-3 Reporting period, frequency and contact point	About this Report (pg. 2) Inside back cover Annual Integrated Report (pg. 169)				
	2-4 Restatements of information	There are no restatements of information				
	2-5 External assurance	Assurance Report (pg. 90 – 97)				
	2-6 Activities, value chain and other business relationships	Annual Integrated Report (Inside front cover, pg. 14 – 15; 18 – 19; 24 – 25)				
	2-7 Employees	Sustainability performance at a glance (pg. 6) Total Workforce (pg. 26) Diversity, equity and inclusion (pg. 41) Annual Integrated Report (pg. 121) Additional information on Women in mining can be found at: (https://www.northam.co.za/sustainability/in-the-spotlight/1512-women-in-mining-each-one-teach-one)				
	2-8 Workers who are not employees	Total Workforce (pg. 26)	Northam does not collate data on contractor workforce by gender.	Information unavailable/ incomplete	In terms of relevant labour legislation, all contractors are required to comply with employment equity targets and objectives, and submit employment equity reports to the Department of Labour.	
	2-9 Governance structure and composition	Key roles and responsibilities for sustainability (pg. 8) Corporate Governance Report (pg.18-19; 22, 24 – 25)				



GRI content index continued

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard ref. No.
			Requirement(s) omitted	Reason	Explanation	
	2-10 Nomination and selection of the highest governance body	Corporate Governance Report (pg. 21; 24 – 25)				
	2-11 Chair of the highest governance body	Corporate Governance Report (pg. 19, 30) Annual Integrated Report (pg. 138 – 139; 127 – 129)				
	2-12 Role of the highest governance body in overseeing the management of impacts	Key roles and responsibilities for sustainability (pg. 8) Corporate Governance Report (pg. 20 – 23)				
	2-13 Delegation of responsibility for managing impacts	Key roles and responsibilities for sustainability (pg. 8) Corporate Governance Report (pg. 23)				
	2-14 Role of the highest governance body in sustainability reporting	Key roles and responsibilities for sustainability (pg. 8) Corporate Governance Report (pg. 20 – 21)				
	2-15 Conflicts of interest	Corporate Governance Report (pg. 8 – 10) Conflicts of Interest and measures to identify and minimise potential conflicts of interest are outlined on pg. 13 of the Northam Code of Ethics, which can be found on the Northam website (https://www.northam.co.za/)				
	2-16 Communication of critical concerns	Corporate Governance Report (pg. 34 – 37; 40 – 41)				
	2-17 Collective knowledge of the highest governance body	Corporate Governance Report (pg. 18 – 19; 27)				
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Report (pg. 32 – 33)				
	2-19 Remuneration policies	Corporate Governance Report (pg. 74 – 78) Remuneration Report (pg. 48 – 55)				
	2-20 Process to determine remuneration	Remuneration Report (pg. 14 – 15; 52 – 53; 70 – 75)				



GRI content index continued

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard ref. No.
			Requirement(s) omitted	Reason	Explanation	
	2-21 Annual total compensation ratio	Annual total compensation ratio F2023: CEO : average total employee compensation = 50 :1 (F2022 = 100:1) Proportional increase ratio F2023: CEO : average employee compensation increase = -91 : 1 (F2022 = 232 : 1) The annual compensation ratios and increase ratios were calculated using guidance for GRI 2-21, using the following information: - The CEO's F2023 remuneration as disclosed in the Remuneration Report , with the change in salary calculated as the difference between the CEOs F2022 and F2023 remuneration. - Average employee total compensation and average compensation was calculated by dividing the total labour bill by the number of employees for F2022 and F2023 as disclosed in the Integrated Report and Sustainability Report.				
	2-22 Statement on sustainable development strategy	CEO welcome (pg. 4 – 5) Our Strategy (pg. 7) Annual Integrated Report (pg. 142 – 165)				
	2-23 Policy commitments	Sustainable development (pg. 9). A list of applicable policies and commitments can be found at (https://www.northam.co.za/sustainability/overview). Applicable key global and local initiatives – including frameworks, standards and legislation – are referred to in the respective policies and include (but are not limited to): - The International Labour Organisation - United Nations Global Compact - Universal Declaration of Human Rights - Sustainable Development Goals - Global Reporting initiatives These policies are applicable to Northam, its operations and workforce (employees and contractors), and are outlined in its' Responsible Supplier Standard.				
	2-24 Embedding policy commitments	Key roles and responsibilities for sustainability (pg. 8) Corporate Governance Report (pg. 40 – 41; 20 – 23)				
	2-25 Processes to remediate negative impacts	Managing community relations (pg. 47) Ability to attract and retain talent: Northam is a people orientated business (pg. 26) Respect for human rights (pg. 39) Annual Integrated Report (pg. 140 – 155)				
	2-26 Mechanisms for seeking advice and raising concerns	Respect for human rights (pg. 39) The whistle blowing line for raising concerns and seeking advice is listed on the website (https://www.northam.co.za/contacts/contact-details) as well as the Northam code of ethics.				
	2-27 Compliance with laws and regulations	Northam did not receive any material fines, or administrative penalties, in the year under review. An indication of ESG related legislation which Northam is required to comply with is described under: Health, safety and wellness (pg. 14, 16) Employee relations (pg. 40) Environmental compliance (pg. 69 – 70) Annual Integrated Report (pg. 4 – 6)				



GRI content index continued

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard ref. No.
			Requirement(s) omitted	Reason	Explanation	
	2-28 Membership associations	Sustainable development (pg. 9) Material themes (pg. 11) Annual Integrated Report (pg. 106) https://www.northam.co.za/				
	2-29 Approach to stakeholder engagement	Annual Integrated Report (pg. 96 – 115) Our Stakeholder Engagement Policy, which outlines our commitment to and strategic approach to stakeholder engagement, can be found on our website (https://www.northam.co.za/sustainability/overview)				
	2-30 Collective bargaining agreements	Promoting positive employee relations (pg. 38) Employee relations (pg. 40)				
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	New materiality assessment in 2023 (pg. 10)	A light orange cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	3-2 List of material topics	Material themes (pg. 11) Annual Integrated Report (pg. 36 – 43)				
Economic performance						
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Integrated Report (pg. 14 – 15)				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Annual Integrated Report (pg. 33) Annual Financial Statements Remuneration Report (pg. 12 – 15)				
	201-2 Financial implications and other risks and opportunities due to climate change	Identifying and reporting climate-related risks (pg. 64) CDP response (pg. 65) Alignment with the TNFD (pg. 112) The CDP Climate Change Response 2023 can be found at https://www.northam.co.za/sustainability/our-environment				
	201-3 Defined benefit plan obligations and other retirement plans	Remuneration Report pg. 70 – 71				
	201-4 Financial assistance received from government	Northam does not receive any financial assistance from Government.				
Market presence						
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity, equity and inclusion (pg. 41) Remuneration Report (pg. 47)				



GRI content index continued

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard ref. No.
			Requirement(s) omitted	Reason	Explanation	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Not applicable / no disclosure on this.	All	Information unavailable/ incomplete	Although baseline information is available to calculate this, this is currently not monitored or disclosed internally. In line with it's commitment to gender equality, including equal pay for equal work, Northam will disclose on this in FY2024.	
	202-2 Proportion of senior management hired from the local community	Diversity, equity and inclusion (pg. 41) The basis for reporting proportion of local employment is established in the Employment Equity Act 55 of 1998, as well as the Mining Charter. Historically disadvantaged persons (HDPs) specifically excludes any foreign nationals.				
Indirect economic impacts						
GRI 3: Material Topics 2021	3-3 Management of material topics	Managing community relations (pg. 47 – 48) Uplifting our communities (pg. 49 – 53) Responsible sourcing and mining (pg. 54 – 56)				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Our Investment in communities (pg. 51) Infrastructure and community services expenditure is conducted as part of social and labour plan expenditure in major labour sending communities, as well as through establishing and supporting community trusts)				
	203-2 Significant indirect economic impacts	Uplifting our communities (pg. 49 – 53)				
Procurement practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible sourcing and mining (pg. 54 – 56)				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Responsible sourcing and mining (pg. 54 – 56)				
Anti-corruption						
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Integrated Report (pg. 163) Governance Report (pg. 8 – 10)				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Annual Integrated Report (pg. 163)				
	205-2 Communication and training about anti-corruption policies and procedures	Annual Integrated Report (pg. 163)				



GRI content index continued

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard ref. No.
			Requirement(s) omitted	Reason	Explanation	
	205-3 Confirmed incidents of corruption and actions taken	Not applicable / no disclosure on this.	All	Information unavailable/incomplete	Although baseline information is available, this is currently only monitored or disclosed internally within relevant governance structures. Northam will disclose on this in FY2024.	
Anti-competitive behaviour						
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Integrated Report (pg. 163) Governance Report (pg. 8 – 10)				
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	There have been no incidents of legal action or fines for anti-competitive behaviour, anti-trust or monopoly practises against Northam in the period under review.				
Tax						
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Integrated Report (pg. 111) Refer to Northam's 2023 Annual Financial Statements notes on the approach to and detailed breakdown of taxes paid				
GRI 207: Tax 2019	207-1 Approach to tax	Annual Integrated Report (pg. 111) Refer to Northam's 2023 Annual Financial Statements notes on the approach to and detailed breakdown of taxes paid				
	207-2 Tax governance, control, and risk management	Corporate Governance Report (pg. 59 – 69)				
	207-3 Stakeholder engagement and management of concerns related to tax	Annual Integrated Report (pg. 111) Corporate Governance Report (pg. 59 – 69) Refer to Northam's 2023 Annual Financial Statements notes on the approach to and detailed breakdown of taxes paid				
	207-4 Country-by-country reporting	Annual Integrated Report (pg. 15; 33; 97) Annual Financial Statements (pg. 80-82) Refer to Northam's 2023 Annual Financial Statements notes on the approach to and detailed breakdown of taxes paid				
Materials						
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible sourcing and mining (pg. 54 – 56) Energy management and Northam's decarbonisation (pg. 62 – 65) Environmental compliance (pg. 69 – 70) Water stewardship (pg.71, 73) Management of emissions and discharges (pg. 78)				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Environmental performance data (pg. 88)				
	301-2 Recycled input materials used	Recycling platinum group metals (pg. 76)				



GRI content index continued

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard ref. No.
			Requirement(s) omitted	Reason	Explanation	
	301-3 Reclaimed products and their packaging materials	Non-mineral waste management (pg. 76) Environmental performance data (pg. 88)				
Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy management and Northam's decarbonisation (pg. 62 – 65)				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Responding to climate change (pg. 62) Performance (pg. 65 – 66) Environmental performance data (pg. 88)				
	302-2 Energy consumption outside of the organization	Response to climate change (pg. 65) Energy consumption outside of the organisation is not considered material, and is therefore not collated or disclosed by Northam. However, a project to accurately determine baseline scope 3 emissions associated with the value chain, based on the GHG Reporting Protocol, was established in F2022/F2023 to improve disclosure and monitoring.				
	302-3 Energy intensity	Responding to climate change (pg. 62) Performance (pg. 65 – 66) Environmental performance data (pg. 88)				
	302-4 Reduction of energy consumption	Our renewable energy initiatives (pg. 63) Environmental performance data (pg. 88)				
	302-5 Reductions in energy requirements of products and services	This is not applicable to Northam's activities, and is not material and therefore not disclosed.	All	Not applicable	This is not applicable to Northam's activities, and is not material and therefore not disclosed.	
Water and effluents						
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental compliance (pg. 69 – 70) Water stewardship (pg.71, 73)				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Our operations (pg. 3) Water stewardship (pg. 71) Water stewardship continued (pg. 73)				
	303-2 Management of water discharge-related impacts	Water stewardship (pg. 71) Northam does not discharge water generated at its operations, as it relies on recycling to augment its water supply. Integrated Water User Licences are, however in place which set minimum water standard targets which require Northam to treat and sample any water prior to being discharged.				
	303-3 Water withdrawal	Water use by site (pg. 72) Environmental performance data (pg. 88)				
	303-4 Water discharge	Water stewardship (pg. 71) Northam does not discharge water generated at its operations, as it relies on recycling to augment its water supply. Integrated Water User Licences are, however in place which set minimum water standard targets which require Northam to treat and sample any water prior to being discharged.				
	303-5 Water consumption	Water use by site (pg. 72) Environmental performance data (pg. 88)				



GRI content index continued

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard ref. No.
			Requirement(s) omitted	Reason	Explanation	
Biodiversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental compliance (pg. 69 – 70) Water stewardship (pg. 71, 73) Management of emissions and discharges (pg. 78) Biodiversity management (pg. 82)				
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Our operations (pg. 3) Biodiversity management (pg. 82) Buttonshope Conservancy Trust (pg. 83) De Berg Nature Reserve (pg. 84)				
	304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity management (pg. 82) Supporting the Taskforce for Nature-related Financial Disclosures (TNFD) (pg. 86)				
	304-3 Habitats protected or restored	De Berg Nature Reserve (pg. 84) This section relates primarily to floral and faunal biodiversity associated with the offset area associated with the Booyssendal operations. However, as part of the mine's biodiversity management plan, habitat suitable for rare or endangered species has been identified and conserved in-situ (i.e. excluded from the mining plan) and will therefore not be disturbed by Northam's activities.				
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	De Berg Nature Reserve (pg. 84) This section relates primarily to floral and faunal biodiversity associated with the offset area associated with the Booyssendal operations. However, as part of the mine's biodiversity management plan, habitat suitable for rare or endangered species has been identified and conserved in-situ (i.e. excluded from the mining plan) and will therefore not be disturbed by Northam's activities.				
Emissions						
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy management and Northam's decarbonisation (pg. 62 – 65) Management of emissions and discharges (pg. 78)				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Responding to climate change (pg. 61) Performance (pg. 65 – 66)				
	305-2 Energy indirect (Scope 2) GHG emissions	Responding to climate change (pg. 61) Performance (pg. 65 – 66)				
	305-3 Other indirect (Scope 3) GHG emissions	Enhancing our scope 3 identification and reporting (pg. 65)				
	305-4 GHG emissions intensity	Performance (pg. 65 – 66)				



GRI content index continued

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard ref. No.
			Requirement(s) omitted	Reason	Explanation	
	305-5 Reduction of GHG emissions	Our renewable energy initiatives (pg. 63)				
	305-6 Emissions of ozone-depleting substances (ODS)	This is not applicable to Northam’s activities, and is not material and therefore not disclosed.	All	Not applicable	This is not applicable to Northam’s activities, and is not material and therefore not disclosed.	
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Managing emissions to air (pg. 78 – 81)				
Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	Mineral waste management (pg. 74 – 75) Management of emissions and discharges (pg. 78)				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Mineral waste management (pg. 74) TSF leading best practice (pg. 75) Non-mineral waste management (pg. 76 – 76)				
	306-2 Management of significant waste-related impacts	Mineral waste management (pg. 74) TSF leading best practice (pg. 75) Non-mineral waste management (pg. 76 – 76)				
	306-3 Waste generated	Non-mineral waste management (pg. 76) Environmental performance data (pg. 88)				
	306-4 Waste diverted from disposal	Non-mineral waste management (pg. 76) Environmental performance data (pg. 88)				
	306-5 Waste directed to disposal	Non-mineral waste management (pg. 76) Environmental performance data (pg. 88)				
Supplier environmental assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible sourcing and mining (pg. 54 – 56)				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Responsible sourcing and mining (pg. 54) As part of the responsible sourcing roadmap, the top 60 critical and strategic suppliers were screened using questionnaires, with a detailed desktop review conducted on the top 20 critical and strategic suppliers. Compliance to Northam’s Responsible Sourcing Standard was assessed for: - Health and safety; - Ethical business practises; - Respect for Human Rights, including labour rights; - Environmental responsibility; and - Community relations.				
	308-2 Negative environmental impacts in the supply chain and actions taken	Based on assessments of significant suppliers undertaken as part of the responsible sourcing roadmap, no significant negative environmental impacts were noted which required further action in terms of the Responsible Supplier Standard.				



GRI content index continued

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard ref. No.
			Requirement(s) omitted	Reason	Explanation	
Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics	Attracting and retaining talent (pg. 26 – 32) Learning and development (pg. 34) Employee relations (pg. 40)				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability performance at a glance (pg. 6) Ability to attract and retain talent (pg. 13) Attracting and retaining talent (pg. 29)				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part- time employees	Remuneration Report (pg. 70 – 71).				
	401-3 Parental leave	Attracting and retaining talent (pg. 29)				
Labor/management relations						
GRI 3: Material Topics 2021	3-3 Management of material topics	Respect for human rights (pg. 39) Employee relations (pg. 40)				
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Notice periods and provisions for consultation and negotiations are specified in collective agreements as required in terms of legislation. Similarly, within Social and Labour Plan requirements, Future Forums are established at each operation, which are the primary formal mechanism to discuss any operational changes including downscaling, retrenchments and mine closure. These meet on a quarterly basis, or as required.				
Occupational health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Health, safety and wellness: Our approach to safety (pg. 14 – 21) Health and wellness (pg. 23 – 25)				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health, safety and wellness: Our approach to safety (pg. 14 – 15) Health and wellness (pg. 23 – 25)				
	403-2 Hazard identification, risk assessment, and incident investigation	How we reduce risk (pg. 18 – 19)				
	403-3 Occupational health services	Health and wellness (pg. 23 – 25)				
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health, safety and wellness (pg. 14)				
	403-5 Worker training on occupational health and safety	Our culture in action: Empowering our people (pg. 15)				



GRI content index continued

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard ref. No.
			Requirement(s) omitted	Reason	Explanation	
	403-6 Promotion of worker health	Our culture in action: Empowering our people (pg. 15)				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Responsible sourcing and mining (pg. 54) As part of the responsible sourcing roadmap, the top 60 critical and strategic suppliers were screened using questionnaires, with a detailed desktop review conducted on the top 20 critical and strategic suppliers. Compliance to Northam's Responsible Sourcing Standard was assessed for: - Health and safety; - Ethical business practises; - Respect for Human Rights, including labour rights; - Environmental responsibility; and - Community relations.				
	403-8 Workers covered by an occupational health and safety management system	Occupational health and safety management systems and programmes are aimed at Northam's workforce, which includes employees as well as contractors. Employee wellness programmes are primarily aimed at Northam's employees, although contractors are able to participate in health and wellness days which are held by our Wellness service provider.				
	403-9 Work-related injuries	Safety performance (pg. 21)				
	403-10 Work-related ill health	Occupational health (pg. 24) Employee wellness (pg. 25)				
	Training and education					
GRI 3: Material Topics 2021	3-3 Management of material topics	Attracting and retaining talent (pg. 26 – 32) Learning and development (pg. 34)				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Learning and development (pg. 34)				
	404-2 Programs for upgrading employee skills and transition assistance programs	Learning and development (pg. 34) Learning programmes (pg. 35)				
	404-3 Percentage of employees receiving regular performance and career development reviews	Remuneration report (pg. 52 – 55)implementationAll employee's, across all employee bands, are subject to annual performance and career development reviews.				
Diversity and equal opportunity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Promoting positive employee relations (pg. 40) Diversity, equity and inclusion (pg. 41)				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, equity and inclusion (pg. 41) Corporate Governance Report (pg. 18)				
	405-2 Ratio of basic salary and remuneration of women to men	Annual Integrated Report (pg. 102) Northam is committed to equal pay for equal work, the ratio of basic salary and remuneration of women to men is 1:1.	All			

GRI content index continued

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard ref. No.
			Requirement(s) omitted	Reason	Explanation	
Non-discrimination						
GRI 3: Material Topics 2021	3-3 Management of material topics	Respect for human rights (pg. 39) Diversity, equity and inclusion (pg. 41) Our dedication to gender equity (pg. 42) Code of ethics and conduct (pg. 9)				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Not applicable / no disclosure on this.	All	Information unavailable/ incomplete	Although baseline information is available to calculate this, this is currently only monitored and disclosed internally. Northam will disclose on this in FY2024.	
Freedom of association and collective bargaining						
GRI 3: Material Topics 2021	3-3 Management of material topics	Health, safety and wellness: Our approach to safety (pg. 14 – 21) Health and wellness (pg. 23 – 25) Attracting and retaining talent (pg. 26 – 32) Respect for human rights (pg. 39) Managing community relations (pg. 47 – 48) Responsible sourcing and mining (pg. 54 – 56)				
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	Employee relations (pg. 40) Responsible sourcing and mining (pg. 54) As part of the responsible sourcing roadmap, the top 60 critical and strategic suppliers were screened using questionnaires, with a detailed desktop review conducted on the top 20 critical and strategic suppliers. Compliance to Northam's Responsible Sourcing Standard was assessed for: - Health and safety; - Ethical business practises; - Respect for Human Rights, including labour rights; - Environmental responsibility; and - Community relations.				
Child labour						
GRI 3: Material Topics 2021	3-3 Management of material topics	Our people-focused roadmap (pg. 28) Respect for human rights (pg. 39) Responsible sourcing and mining (pg. 54-56) Code of ethics and conduct (pg. 9)				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Northam has assessed the risk of incidents of child labour at its operations as low, due to statutory monitoring and reporting of its labour practises, which includes regulatory inspection by the Department of Labour. Similarly, risk of incidents of child labour at significant suppliers as part of the responsible sourcing roadmap was assessed as low.				
Forced or compulsory labour						
GRI 3: Material Topics 2021	3-3 Management of material topics	Our people-focused roadmap (pg. 28) Respect for human rights (pg. 39) Responsible sourcing and mining (pg. 54-56) Code of ethics and conduct (pg. 9)				



GRI content index continued

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard ref. No.
			Requirement(s) omitted	Reason	Explanation	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Northam has assessed the risk of incidents of forced or compulsory labour at its operations as low, due to statutory monitoring and reporting of its labour practises, which includes regulatory inspection by the Department of Labour. Similarly, risk of incidents of forced or compulsory at significant suppliers as part of the responsible sourcing roadmap was assessed as low.				
Security practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	Northam Responsible Sourcing Standard (https://www.northam.co.za/sustainability/overview)				
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	The RSS, which can be found at https://www.northam.co.za/sustainability/overview , requires all contractors – including security service providers – to implement policies and procedures addressing potential human rights, labour, health and safety, and environment impacts.				
Rights of indigenous peoples						
GRI 3: Material Topics 2021	3-3 Management of material topics	Respect for human rights (pg. 39) Managing community relations (pg. 47 – 48) Uplifting our communities (pg. 49 – 53)				
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	There were no incidences of violation of rights of indigenous peoples in the period under review.				
Local communities						
GRI 3: Material Topics 2021	3-3 Management of material topics	Respect for human rights (pg. 39) Managing community relations (pg. 47 – 48) Uplifting our communities (pg. 49 – 53)				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Respect for human rights (pg. 39) Our community landscape (pg. 46) Managing community relations (pg. 47 – 48) Uplifting our communities (pg. 48 – 52) Annual Integrated Report (pg. 103)				
	413-2 Operations with significant actual and potential negative impacts on local communities	Annual Integrated Report (pg. 103) Issues raised by communities in which Northam operates, are identified through established stakeholder engagement mechanisms, and are disclosed in the Annual Integrated Report. These impacts are predominantly associated with socio-economic climate, as opposed to Northam's activities.				
Supplier social assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	Respect for human rights (pg. 39) Promoting positive employee relations (pg. 40) Diversity, equity and inclusion (pg. 41) Managing community relations (pg. 47 – 48) Uplifting our communities (pg. 49 – 53) Responsible sourcing and mining (pg. 54 – 56)				



GRI content index continued

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard ref. No.
			Requirement(s) omitted	Reason	Explanation	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Responsible sourcing and mining (pg. 54) As part of the responsible sourcing roadmap, the top 60 critical and strategic suppliers were screened using questionnaires, with a detailed desktop review conducted on the top 20 critical and strategic suppliers. Compliance to Northam’s Responsible Sourcing Standard was assessed for: ▪ Health and safety; ▪ Ethical business practises; ▪ Respect for Human Rights, including labour rights; ▪ Environmental responsibility; and ▪ Community relations.				
	414-2 Negative social impacts in the supply chain and actions taken	Based on assessments of significant suppliers undertaken as part of the responsible sourcing roadmap, no significant negative social impacts were noted which required further action in terms of the Responsible Supplier Standard.				
Public policy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Code of ethics and conduct (pg. 20;21)				
GRI 415: Public Policy 2016	415-1 Political contributions	Northam made no contribution to any political parties.				
Customer privacy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Integrated Report (pg. 162) Corporate Governance Report (pg. 66)				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	No customer complaints were received during the period under review, as no breaches or loss of customer privacy or data occurred in the period under review.				

Topics in the applicable GRI Sector Standards determined as not material

Topic	Explanation
Not applicable – the GRI Mining Sector Standard is still in development, and only expected to be released in Q4 of 2023	
Topic	Basis of assessment
GRI 416: Customer Health and Safety 2016	Northam supplies intermediate product and this is therefore not relevant.
GRI 417: Marketing and Labelling 2016	Northam supplies intermediate product and this is therefore not relevant.



Alignment with 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).

Recommended disclosure	Response
Governance	
Disclose the organisation's governance around climate-related risks and opportunities.	
a) Describe the board's oversight of climate-related risks and opportunities. b) Describe management's role in assessing and managing climate-related risks and opportunities.	Board oversight Governance of climate related risk and opportunities is integrated into existing governance structures. Our governance framework is discussed in the Corporate governance report 2023, pages 20-22 & 43-46 Sustainability report 2023, page 8 Management responsibility: Sustainability report 2023 page 62 "Responsibility for energy and climate change" Sustainability report 2023 page 8: "Key roles and responsibilities for sustainability"
Strategy	
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term. b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning. c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Sustainability Report 2023 pages 63-64 Annual Integrated Report 2023 pages 72-73 "Energy Management" and "pages 74-79 "Our response to climate change" Detail on the financial risks and opportunities associated with climate change are also provided in Northam's CDP report, which can be found on our website: https://www.northam.co.za/sustainability/overview#tabs-reports



Refer to our CDP climate and water responses for 2023, published on our website: <https://www.northam.co.za/sustainability/overview#tabs-reports>

Recommended disclosure	Response
Risk Management	
Disclose how the organisation identifies, assesses, and manages climate-related risks.	
a) Describe the organisation's processes for identifying and assessing climate-related risks. b) Describe the organisation's processes for managing climate-related risks. c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Annual integrated report 2023, pages 140-165 "Managing risk and opportunities" Sustainability report 2023, pages 65, 72 & 87
Metrics	
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	
a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Energy consumption and greenhouse gas emissions: Sustainability report 2023, pages 66-67 & 89. Water consumption: Sustainability report 2023, pages 72-73 & 89 Targets: Sustainability report 2023, pages 64 & 72.

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