



GRI
for the period ended 30 June 2016



GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Strategy and analysis			
G4-1	Provide a statement from the most senior decision maker of the organisation (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organisation and the organisations strategy for addressing sustainability.	This is addressed in the chief executive officer's statement in the 2016 Implats Sustainable Development Report (SDR).	SDR pg 12
G4-2	Provide a description of key impacts, risks, and opportunities in two concise narratives: 1) The organisation's key impacts on sustainability and effects on stakeholders 2) Impact of sustainability trends on the long-term prospects of the organisation	A broad overview is provided in the SDR, notably in the following sections: the challenging business context, responding to stakeholder interests, our strategic risks and our material sustainability focus areas.	SDR pg 16, 20, 24, 26
Organisational profile			
G4-3	Report the name of the organisation.	Impala Platinum Holdings (Implats).	
G4-4	Report the primary brands, products, and services.	Mining, refining and marketing of platinum group metals (PGMs), as well as nickel, copper and cobalt. An overview is provided in the section "Who we are – what we do". An overview of our business is provided on our website www.implats.co.za .	SDR pg 6
G4-5	Report the location of the organisation's headquarters.	Johannesburg, South Africa	
G4-6	Report the number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report.	Implats has operations in two countries: South Africa and Zimbabwe.	
G4-7	Report the nature of ownership and legal form.	Information is provided in the group structure. Implats is a publicly-traded company listed on the JSE.	AIR pg 4
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	See section "Who we are – what we do". Additional detail is provided on our website: http://www.implats.co.za/implats/Our-market.asp	SDR pg 6
G4-9	Report the scale of the organisation, including: <ul style="list-style-type: none"> • Total number of employees • Total number of operations • Net sales (for private sector organisations) or net revenues (for public sector organisations) • Total capitalisation broken down in terms of debt and equity (for private sector organisations) • Quantity of products or services provided. 	The summary performance data discloses our total headcount, the number of operations and net sales. Additional information is provided in our performance data tables in the Appendix of our SDR. Further details are provided in the operational reviews.	SDR pg 3, 110 AIR pg 36 to 75

Strategy and analysis

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-10	a. Report the total number of employees by employment contract and gender. b. Report the total number of permanent employees by employment type and gender. c. Report the total workforce by employees and supervised workers and by gender. d. Report the total workforce by region and gender. e. Report whether a substantial portion of the organisation's work is performed by workers who are legally recognised as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	A detailed overview of the total number of employees by employment contract, type and operation, and by region and gender, is provided in our performance data tables on staff representation and people. An assessment of our progress in ensuring greater diversity in gender is reported in our 2016 performance on diversity . The majority of our workforce are full time employees, or supervised employees of contractors. We do not have any significant variations in employment numbers as we do not operate a seasonal business.	SDR pg 110, 59
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	Our unionised workforce figures are presented in our performance data table and the section our approach to employee relations . Currently 84% of our permanent employees in South Africa, and 92% of employees in Zimbabwe are covered by collective bargaining agreements.	SDR pg 117, 55
G4-12	Describe the organisation's supply chain.	Implats suppliers span the entire value chain from exploration to final production of precious metals in the refining process. Our approach to procurement is to source all goods and services within the country of operation, and great emphasis is placed on local suppliers especially in close proximity to the operations in South Africa. In Zimbabwe, local suppliers are those that are within the country of operation. Local procurement is advanced through our enterprise development initiatives as described in the review of our social capital and licence to operate .	SDR pg 74 to 76, 79
G4-13	a. Report any significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain, including: <ul style="list-style-type: none"> • Changes in the location of, or changes in, operations, including facility openings, closings, and expansions • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organisations) • Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination. 	No major changes to report. Any changes to the quantitative reporting parameters are identified in the relevant sections of the SDR and AIR.	

Strategy and analysis

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation.	The principles that underlie the precautionary approach inform many of our activities, notably in terms of our management of occupational safety and health, and our impacts on the environment. We seek to have a net positive impact on society through our responsible environmental management practices, and through the nature of our resulting investments in social and human capital. Our approach to promoting environmental stewardship is described in the section conserving natural resources and mitigating impacts.	SDR pg 84
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	Our SDR has been developed in line with the recommendations of the G4 Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI), and with consideration to the United Nations Global Compact (UNGC). We review how we are responding to the Mining Charter. We participate annually in the CDP climate change, and water disclosure projects.	SDR pg 98
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation: <ul style="list-style-type: none"> • Holds a position on the governance body • Participates in projects or committees • Provides substantive funding beyond routine membership dues • Views membership as strategic. 	Implats has the following memberships: International Platinum Association (IPA), the South African Chamber of Mines, and National Business Initiative. Implats is a signatory of the UNGC.	
Identified material aspects and boundaries			
G4-17	<ol style="list-style-type: none"> a. List all entities included in the organisation's consolidated financial statements or equivalent documents. b. Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report. 	The boundary scope and target audience are described in our approach to reporting . Implats reports on all operations for which it has direct management control.	SDR pg 2

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-18	a. Explain the process for defining the report content and the aspect boundaries. b. Explain how the organisation has implemented the reporting principles for defining report content.	Implats has followed the process for defining the report content as outlined in the GRI Technical Protocol: "Applying the Report Content Principles". The report content is informed primarily by the expectations of our stakeholders and internal risk management processes, which in turn have informed the identification of our most material issues. Other considerations are the requirements of the King III governance standard and the recommendations of the GRI's G4 guidelines. We provide a brief review of our application of the GRI reporting principles. Material topics have been chosen with the aim of demonstrating our impacts, risks and opportunities and how we create, preserve and impact value over time. In terms of the GRI content index, we have reported against the G4 indicators that are material and that we have data for. Where applicable, an explanation for not reporting is provided. All indicators in the Minerals and Mining Sector Supplement have been reported on.	SDR pg 127
G4-19	a. List all the material aspects identified in the process for defining report content.	An overview of our material aspects is presented in the review of our material sustainability focus areas. In terms of the GRI G4 "aspects" all of the aspects are seen to be material except for the following: <ul style="list-style-type: none"> • Environment: Products and services (EN27-28) • Environment: Transport (EN30) • Environment: Supplier environmental assessment (EN32-EN33) • Human rights: Child labour (HR5) • Human rights: Forced or compulsory labour (HR6) • Human rights: Indigenous rights (HR8) • Society: Artisanal and small scale mining (MM8) The reasons for this assessment is provided for each of these aspects below.	SDR pg 26
G4-20	For each material aspect, report the aspect boundary within the organisation, as follows: <ul style="list-style-type: none"> • Report whether the aspect is material within the organisation • If the aspect is not material for all entities within the organisation (as described in G4-17), select one of the following two approaches and report either: <ul style="list-style-type: none"> – The list of entities or groups of entities included in G4-17 for which the aspect is not material or – The list of entities or groups of entities included in G4-17 for which the aspects is material • Report any specific limitation regarding the aspect boundary within the organisation. 	Our performance review for each of the aspects covers all of our operations over which we have direct control and for which we set and implement policy and standards and for the material aspects identified, unless otherwise indicated in the text. For example issues relating to compliance with the B-BBEE Charter or the social and labour plans, pertain only to our South African operations. The issues of material interest to our stakeholders are listed in the table responding to stakeholders' interests – although this table does not make explicit reference to the GRI aspects, these can be inferred from this table.	SDR pg 20

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-21	For each material aspect, report the aspect boundary outside the organisation, as follows: <ul style="list-style-type: none"> • Report whether the aspect is material outside of the organisation • If the aspect is material outside of the organisation, identify the entities, groups of entities or elements for which the aspect is material. In addition, describe the geographical location where the aspect is material for the entities identified • Report any specific limitation regarding the aspect boundary outside the organisation. 	Our performance review for each of the aspects covers all of our operations over which we have direct control and for which we set and implement policy and standards and for the material aspects identified, unless otherwise indicated in the text. The focus of our report is on those activities directly within our control. The issues of material interest to our stakeholders are listed in the table responding to our stakeholders interests – although this table does not make explicit reference to the GRI aspects, these can be inferred from this table.	SDR pg 20
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	All restatements are indicated and explained in our summary performance data and performance data tables.	SDR pg 3, 110
G4-23	Report significant changes from previous reporting periods in the scope and aspect boundaries.	There have been no significant changes since our last report published for the 2015 financial year.	
Stakeholder engagement			
G4-24	Provide a list of stakeholder groups engaged by the organisation.	See the table responding to stakeholder interests.	SDR pg 20
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	See section stakeholder review and mapping.	SDR pg 18
G4-26	Report the organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	See section on our material sustainability focus areas. An overview of our general approach to engaging local communities is provided in our review on people management in the section our sustainable development management approach. No separate stakeholder engagement processes were undertaken this year specifically as part of the preparation of this report.	SDR pg 26, 32
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	See the table responding to stakeholder interests.	SDR pg 20
Report profile			
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	1 July 2015 to 30 June 2016.	
G4-29	Date of most recent report (if any).	2015.	
G4-30	Reporting cycle.	Annual with quarterly production reports issued.	
G4-31	Provide the contact point for questions regarding the report or its contents.	Email: investor@implats.co.za Tel: +27 11 731 9000	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
GRI content index			
G4-32	a. Report the “in accordance” option the organisation has chosen. b. Report the GRI content index for the chosen option (see tables below). c. Report the reference to the external assurance report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be “in accordance” with the guidelines.	See section our approach to reporting and independent assurance report. We are reporting in accordance with the GRI's G4 Sustainability Reporting Guidelines (core). We have completed a full G4 content index table.	SDR pg 2, 128
Assurance			
G4-33	a. Report the organisation's policy and current practice with regard to seeking external assurance for the report. b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. c. Report the relationship between the organisation and the assurance providers. d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organisation's sustainability report.	Selected performance information has been independently assured by a third-party assurance provider, KPMG. See the independent assurance report. The audit committee approves each year: the scope of non-financial data auditing, the appointment of the service provider for assurance, and received a detailed account of the audit findings and actions from management.	SDR pg 128
Governance			
G4-34	Report the governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision making on economic, environmental and social impacts.	An overview is provided in the AIR section corporate governance effecting value creation. Detailed information on our governance structure, including the nature of the composition of the board of directors and the various board committees is provided on our website and in the corporate governance report within our Notice to Shareholders Report (NSR) for the year ended June 2016, available on our website.	AIR pg 90 NSR pg 2 to 6
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	Information is provided in our sustainable development management approach.	SDR pg 32
G4-36	Report whether the organisation has appointed an executive level position or positions with responsibility for economic, environmental and social topics and whether post holders report directly to the highest governance body.	Our chief executive officer has responsibility for sustainability related issues and reports directly to the board.	
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, explain to whom and any feedback processes to the highest governance body.	Implats has structured and prioritised strategic stakeholder engagement and communication actions and projects across the group, based on internal stakeholder mapping and risk assessment intelligence. Further information is provided in the section stakeholder review and mapping.	SDR pg 18

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-38	Report the composition of the highest governance body and committees by: <ul style="list-style-type: none"> • Executive or non-executive • Independence • Tenure on the governance body • Number of each individual's significant other positions and commitments, and the nature of the commitments • Gender • Membership of under represented social groups • Competencies relating to economic, environmental and social impacts • Stakeholder representation. 	Full details of the governance bodies can be found in the corporate governance report.	NSR pg 2 to 6
G4-39	Report whether the chair of the highest governance body is also an executive officer (and if so, his or her function within the organisation's management and the reasons for this arrangement).	Mandla Gantsho is an independent non-executive director and chairman of the board.	
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including: <ul style="list-style-type: none"> • Whether and how diversity is considered • Whether and how independence is considered • Whether and how expertise and experience relating to economic, environmental and social topics are considered • Whether and how stakeholders (including shareholders) are involved. 	Our approach is outlined in the board appointment process . Our board charter ensures that the diversity of South Africa is considered when appointing board members. Shareholders are involved in the election of board members.	NSR pg **
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: <ul style="list-style-type: none"> • Cross-board membership • Cross-shareholding with suppliers and other stakeholders • Existence of controlling shareholder • Related-party disclosures. 	Implats' code of ethics underpins the business practice to which all employees and suppliers are expected to adhere. Our fraud, corruption and whistleblowing policy outlines conflicts of interest and the disciplinary action (including dismissal or prosecution) that will be taken in the event of any contravention. Further information is provided in the review of promoting ethics and good governance.	SDR pg 35
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	A brief review of the two key board committees involved in sustainability governance issues (the social, transformation and remuneration committee, and the health, safety, environment and risk committee) is provided in the review of our sustainable development management approach. A more detailed review of the composition and activities of these board committees is provided in the corporate governance report.	SDR pg 32 NSR pg 6

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	The social, transformation and remuneration (STR) committee and the health, safety, environment and risk (HSER) committee address ESG-related issues at the board level.	
G4-44	<p>a. Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment.</p> <p>b. Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organisational practice.</p>	The board and the subcommittees undergo an evaluation process every two years to assess their effectiveness. Further information is provided in the review of our board evaluation process in the corporate governance report.	NSR pg 3
G4-45	<p>a. Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes.</p> <p>b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.</p>	An outline of the process Implats follows can be found in the section on identifying our material sustainability focus areas.	SDR pg 22
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.	The Group risk profile is presented to the board quarterly for review. See our risk assessment and management process in the section on identifying our material sustainability focus areas.	SDR pg 22
G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	The STR committee and the HSER committee address ESG-related issues at the board level. The risks and opportunities are presented to the board every quarter.	
G4-48	Report the highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material aspects are covered.	At the board level, sustainability issues are addressed through the STR committee, and the HSER committee.	
G4-49	Report the process for communicating critical concerns to the highest governance body.	Critical concerns are reported to the board by the STR and HSER committees.	
G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	The most material issues are communicated throughout the SDR, as are the responses to these issues.	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-51	<p>a. Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration:</p> <ul style="list-style-type: none"> • Fixed pay and variable pay: <ul style="list-style-type: none"> – Performance-based pay – Equity-based pay – Bonuses – Deferred or vested shares • Sign-on bonuses or recruitment incentive payments • Termination payments • Clawbacks • Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees <p>b. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.</p>	Details are provided in the review of remuneration linked to stakeholders and strategy. Further details are provided in the remuneration report.	AIR pg 84 NSR pg 14
G4-52	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organisation.	Details are provided in the review of remuneration linked to stakeholders and strategy. Further details are provided in the remuneration report.	AIR pg 84 NSR pg 14
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	Details are provided in the review of remuneration linked to stakeholders and strategy. Further information is provided in the remuneration report within our NSR for the year ended June 2016 on our website.	AIR pg 84 NSR pg 14
G4-54	Report the ratio of the annual total compensation for the organisation's highest paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest paid individual) in the same country.	The focus in recent years on pay differentiation has resulted in a concerted effort to close the wage gap by showing restraint in executive pay while addressing the issue of minimum wages and income differentials to improve the lives of our employees. Details are provided in the review of remuneration linked to performance. Further information is provided in the remuneration report.	AIR pg 87 NSR pg 14
G4-55	Report the ratio of percentage increase in annual total compensation for the organisation's highest paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest paid individual) in the same country.	The wage gap at Implats – defined as the ratio of the CEO's guaranteed pay compared to that of the lowest level underground worker – remained unchanged this year with a ratio of 1:49.	AIR pg 88

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Ethics and integrity			
G4-56	Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	Our mission statement and values are presented in the section on our values . The code of ethics can be found on our website.	SDR IFC
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity, such as helplines or advice lines.	Implats has a code of ethics and fraud policy in place to guide ethical behaviour.	
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	A toll-free helpline is in place to facilitate the confidential reporting ("whistleblowing") of alleged incidents that are reported to the chief audit executive and the board chairman.	
ECONOMIC			
Aspect: Economic performance			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	This is addressed in the section our social and economic value added . Our strategic approach to investing in socio-economic development is premised on the belief that the long-term viability of our business is linked to the well-being of the communities in which we operate and the areas from which a significant portion of our employees emanate. Securing the trust and endorsement of these communities and their political representatives is essential to maintaining our social licence to operate. We seek to evaluate the social and economic contribution of our activities through periodic social impact assessments.	SDR pg 65

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-EC1	<p>Direct economic value generated and distributed</p> <p>a. Report the direct economic value generated and distributed (EVG&D) on an accruals basis including the basic components for the organisation's global operations as listed below. If data is presented on a cash basis, report the justification for this decision and report the basic components as listed below:</p> <ul style="list-style-type: none"> • Direct economic value generated: <ul style="list-style-type: none"> – Revenues – Economic value distributed – Operating costs – Payments to local communities as part of land use agreements, not including land purchases – Employee wages and benefits – Payments to providers of capital – Community investments • Economic value retained (calculated as "Direct economic value generated" less "Economic value distributed") • Report countries of operation that are either candidate to or compliant with the Extractive Industries Transparency Initiative (EITI) <p>b. To better assess local economic impacts, report EVG&D separately at country, regional, or market levels, where significant. Report the criteria used for defining significance.</p>	This is addressed in the group operations' direct economic value added statement.	SDR pg 65
G4-EC2	<p>Financial implications and other risks and opportunities for the organisation's activities due to climate change</p> <p>Report risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue or expenditure, including:</p> <ul style="list-style-type: none"> • A description of the risk or opportunity and its classification as either physical, regulatory, or other • A description of the impact associated with the risk or opportunity • The financial implications of the risk or opportunity before action is taken • The methods used to manage the risk or opportunity • The costs of actions taken to manage the risk or opportunity. 	A detailed assessment of the risks and opportunities of climate change, including (where feasible) an assessment of the financial implications, is provided in our 2016 CDP submission.	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-EC3	<p>Coverage of the organisation's defined benefit plan obligations</p> <p>a. Where the plan's liabilities are met by the organisation's general resources, report the estimated value of those liabilities.</p> <p>b. Where a separate fund exists to pay the plan's pension liabilities, report:</p> <ul style="list-style-type: none"> • The extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them • The basis on which that estimate has been arrived at • When that estimate was made <p>c. Where a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage.</p> <p>d. Report the percentage of salary contributed by employee or employer.</p> <p>e. Report the level of participation in retirement plans (such as participation in mandatory or voluntary schemes, regional or country-based schemes, or those with financial impact).</p>	This is disclosed as part of the annual financial statements (AFS).	
G4-EC4	<p>Financial assistance received from government</p> <p>a. Report the total monetary value of financial assistance received by the organisation from governments during the reporting period, including, as a minimum:</p> <ul style="list-style-type: none"> • Tax relief and tax credits • Subsidies • Investment grants, research and development grants, and other relevant types of grants • Awards • Royalty holidays • Financial assistance from export credit agencies (ECAs) • Financial incentives • Other financial benefits received or receivable from any government for any operation <p>b. Report the information above by country.</p> <p>c. Report whether, and the extent to which, the government is present in the shareholding structure.</p>	No significant contribution to our socio-economic partnership projects was received in the year reviewed.	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Market presence			
G4-EC5	<p>Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation</p> <p>a. When a significant proportion of the workforce is compensated based on wages subject to minimum wage rules, report the ratio of the entry level wage by gender at significant locations of operation to the minimum wage.</p> <p>b. Report whether a local minimum wage is absent or variable at significant locations of operation, by gender. In circumstances in which different minimums could be used as a reference, report which minimum wage is being used.</p> <p>c. Report the definition used for “significant locations of operation”.</p>	<p>Implats pays according to industry and market benchmarks. There are no local minimum wages that are stipulated.</p>	
G4-EC6	<p>Proportion of senior management hired from the local community at significant locations of operation</p> <p>a. Report the percentage of senior management at significant locations of operation that are hired from the local community.</p> <p>b. Report the definition of “senior management” used.</p> <p>c. Report the organisation’s geographical definition of “local”.</p> <p>d. Report the definition used for “significant locations of operation”.</p> <p>e. In significant areas of operations, report proportion of the facilities total workforce from the local community.</p>	<p>Our procedures focus on drawing skills from surrounding communities within our areas of operation. Within the context of the South African operations, challenges include the low educational levels particularly of youth. Our local hire distribution (represented by HDSA) is reported in the people performance data. Local hire is defined as within country of operation, and has been designated according to the proximity to the operation. Employee distribution is based on place of origin and is provided based on province and country. We will provide further detail for this indicator once our G4 reporting process becomes established.</p>	SDR pg 114
Aspect: Indirect economic impacts			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	<p>Information is provided in the SDR section on social capital and licence to operate, in particular the review of our investments in community development in South Africa and Zimbabwe. We explain why socio-economic development and managing any indirect impacts on local communities is vital to the sustainability of our operations. We provide an overview of our impact assessment policies and practices and provide further information on corporate social responsibility management. We use social impact assessments to evaluate our indirect economic impacts, as well as improve on our current initiatives and to assist in developing new ones.</p>	SDR pg 67 to 79

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-EC7	<p>Development and impact of infrastructure investments and services supported</p> <p>a. Report the extent of development of significant infrastructure investments and services supported.</p> <p>b. Report the current or expected impacts on communities and local economies. Report positive and negative impacts where relevant.</p> <p>c. Report whether these investments and services are commercial, in-kind, or <i>pro bono</i> engagements.</p>	<p>The amount spent on infrastructure developments, and examples of beneficiaries and impacts achieved, are reviewed in the section on investing in community development.</p>	<p>SDR pg 67 to 79</p>
G4-EC8	<p>Significant indirect economic impacts, including the extent of impacts</p> <p>a. Report examples of the significant identified positive and negative indirect economic impacts the organisation has. These may include:</p> <ul style="list-style-type: none"> • Changing the productivity of organisations, sectors, or the whole economy • Economic development in areas of high poverty • Economic impact of improving or deteriorating social or environmental conditions • Availability of products and services for those on low incomes • Enhancing skills and knowledge among a professional community or in a geographical region • Jobs supported in the supply chain or distribution chain • Stimulating, enabling, or limiting foreign direct investment • Economic impact of change in location of operations or activities • Economic impact of the use of products and services <p>b. Report the significance of the impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.</p>	<p>Examples of economic impacts can be found throughout the SDR. For example, we contribute to the provision of public goods and services through taxes paid; we provide sustainable full-time employment (directly and indirectly) and invest in the long-term development of people through training and skills development; and we stimulate economic activity through our enterprise development and procurement activities. Regarding the economic impact on jobs supported in the supply chain, the procure-to-pay department encourages suppliers to employ people from the local communities; the measurement and management thereof is controlled and reported by the HR department.</p>	<p>SDR pg 66,112, 74</p>

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Procurement practices			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	Information is provided in the review of our social capital and licence to operate, in particular the section on our enterprise development and procurement. Preferential procurement is identified as a vehicle for transformation, which is vital to the sustainability of our operations. We identify procedures, policies and controls used to manage procurement, targets and requirements related to Implats preferential procurement efforts, as well as internal performance reviews and internal audits.	SDR pg 84, 74 to 76, 79
G4-EC9	Proportion of spending on local suppliers at significant locations of operation a. Report the percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation (such as percentage of products and services purchased locally). b. Report the organisation's geographical definition of "local". c. Report the definition used for "significant locations of operation".	The review of our enterprise development and procurement activities demonstrates that we are BEE compliant and promote local procurement in Zimbabwe.	SDR pg 74 to 76, 79
Aspect: Reserves			
ENVIRONMENTAL			
Aspect: Materials			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	Addressed in the introduction to the section conserving natural resources and mitigating impacts. We monitor the effectiveness of our management approach through the submission of quarterly performance reports. Material performance issues are considered by the STR committee, and the HSER committee.	SDR pg 84
G4-EN1	Materials used by weight or volume a. Report the total weight or volume of materials that are used to produce and package the organisation's primary products and services during the reporting period, by: <ul style="list-style-type: none"> • Non-renewable materials used • Renewable materials used 	Provided in our environment performance data tables.	SDR pg 123

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-EN2	<p>Percentage of materials used that are recycled input materials</p> <p>a. Report the percentage of recycled input materials used to manufacture the organisation's primary products and services. (Includes both post-consumer recycled material and waste from industrial sources (eg new scrap from fabricators and old scrap from end-of-life equipment), but excludes internal recycling within the facility (home scrap).)</p>	<p>Apart from recycled water, there is no recycled input identified as being material. Recycled water percentages are provided in our environment performance data tables.</p>	<p>SDR pg 123</p>
Aspect: Energy			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	<p>Addressed in the section reviewing our climate change and energy management. We conduct an annual greenhouse gas emissions assessment to understand the Group's exposure and to identify areas for GHG mitigation and increasing efficiencies, including specifically on energy issues. We monitor the effectiveness of our management approach through the submission of quarterly performance reports. Material performance issues are considered by the HSER committee.</p>	<p>SDR pg 89</p>
G4-EN3	<p>Energy consumption within the organisation</p> <p>a. Report total fuel consumption from non-renewable sources in joules or multiples, including fuel types used.</p> <p>b. Report total fuel consumption from renewable fuel sources in joules or multiples, including fuel types used.</p> <p>c. Report in joules, watt-hours or multiples, the total:</p> <ul style="list-style-type: none"> • Electricity consumption • Heating consumption • Cooling consumption • Steam consumption <p>d. Report in joules, watt-hours or multiples, the total:</p> <ul style="list-style-type: none"> • Electricity sold • Heating sold • Cooling sold • Steam sold <p>e. Report total energy consumption in joules or multiples.</p> <p>f. Report standards, methodologies, and assumptions used.</p> <p>g. Report the source of the conversion factors used.</p>	<p>We report our total energy consumption by operation in our environment performance data tables relating to Group material consumption and energy. An overview of our main types of energy consumption is provided in the review of our 2016 carbon and energy management performance. This also includes a review of our efforts aimed at facilitating a switch to greater usage of renewable fuel sources.</p>	<p>SDR pg 123, 90</p>

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-EN4	<p>Energy consumption outside of the organisation</p> <p>a. Report energy consumed outside of the organisation, in joules or multiples.</p> <p>b. Report standards, methodologies, and assumptions used.</p> <p>c. Report the source of the conversion factors used.</p>	We do not believe this to be a sufficiently material issue for our internal reporting purposes.	
G4-EN5	<p>Energy intensity</p> <p>a. Report the energy intensity ratio.</p> <p>b. Report the organisation-specific metric (the ratio denominator) chosen to calculate the ratio.</p> <p>c. Report the types of energy included in the intensity ratio: fuel, electricity, heating, cooling, steam, or all.</p> <p>d. Report whether the ratio uses energy consumed within the organisation, outside of it or both.</p>	Our energy intensity per tonne milled or oz of platinum produced can be deduced from the energy and production data provided in our environment performance data table. Our energy intensity per tonne milled is reported in the summary performance data.	SDR pg 123, 3
G4-EN6	<p>Reduction of energy consumption</p> <p>a. Report the amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples.</p> <p>b. Report the types of energy included in the reductions: fuel, electricity, heating, cooling, and steam.</p> <p>c. Report the basis for calculating reductions in energy consumption such as base year or baseline, and the rationale for choosing it.</p> <p>d. Report standards, methodologies, and assumptions used.</p>	Information on our initiatives and targeted reductions is provided in the review of our climate change and energy management.	SDR pg 89
G4-EN7	<p>Reductions in energy requirements of products and services</p> <p>a. Report the reductions in the energy requirements of sold products and services achieved during the reporting period, in joules or multiples.</p> <p>b. Report the basis for calculating reductions in energy consumption such as base year or baseline, and the rationale for choosing it.</p> <p>c. Report standards, methodologies, and assumptions used.</p>	See section on climate change and energy management.	SDR pg 89

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Water			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	Information is provided in our water stewardship review. We are highly reliant on water for our mining, processing and refining operations. Water is an increasingly scarce resource and to maintain our licence to operate we cannot degrade water quality, or compromise the access rights of other users. We monitor the effectiveness of our management approach through the submission of quarterly performance reports. Material performance issues are considered by the STR committee, and the HSER committee.	SDR pg 86
G4-EN8	Total water withdrawal by source a. Report the total volume of water withdrawn from the following sources: <ul style="list-style-type: none"> • Surface water, including water from wetlands, rivers, lakes, and oceans • Groundwater • Rainwater collected directly and stored by the organisation • Waste water from another organisation • Municipal water supplies or other water utilities b. Report standards, methodologies, and assumptions used.	Water withdrawals are identified by source in the review of our 2016 performance on water.	SDR pg 87
G4-EN9	Water sources significantly affected by withdrawal of water a. Report the total number of water sources significantly affected by withdrawal by type: <ul style="list-style-type: none"> • Size of water source • Whether or not the source is designated as a protected area (nationally or internationally) • Biodiversity value (such as species diversity and endemism, total number of protected species) • Value or importance of water source to local communities and indigenous peoples b. Report standards, methodologies, and assumptions used.	See the reviews of our water stewardship and land management and biodiversity. Further information can be found in our response to the CDP's Water Programme (www.cdproject.net)	SDR pg 86, 95
G4-EN10	Percentage and total volume of water recycled and reused a. Report the total volume of water recycled and reused by the organisation. b. Report the total volume of water recycled and reused as a percentage of the total water withdrawal reported under indicator G4-EN8. c. Report standards, methodologies, and assumptions used.	A total of 18 825 megalitres of water was recycled, which equates to 41% of all the water consumed. Further information on the amount of water consumed that was recycled is disclosed in our environment performance data table.	SDR pg 123

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Biodiversity			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	<p>Information is provided in our review of land management and biodiversity. We state the potential impacts mining activities can have on such areas and identify our efforts to minimise any impacts on biodiversity. We monitor the effectiveness of our management approach through the submission of quarterly performance reports. Material performance issues are considered by the STR committee, and the HSER committee.</p>	SDR pg 95
G4-EN11	<p>Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas</p> <p>a. Report the following information for each operational site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas:</p> <ul style="list-style-type: none"> • Geographic location • Subsurface and underground land that may be owned, leased, or managed by the organisation • Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas • Type of operation (office, manufacturing or production, or extractive) • Size of operational site in km² • Biodiversity value characterised by: <ul style="list-style-type: none"> – The attribute of the protected area or high biodiversity value area outside the protected area (terrestrial, freshwater, or maritime ecosystem) – Listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation). 	<p>The name, location and size of operations near such areas is provided in the review of our land management and biodiversity and land leased and managed in the environment performance data table. A formal biodiversity management plan, which incorporates the guidelines from the South African National Biodiversity Institute (SANBI) has been implemented at Impala Rustenburg. Our Marula operation has implemented a site-specific biodiversity management plan. We plan to develop and implement strategic biodiversity management plans at all our operations.</p>	SDR pg 95, 126

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-EN12	<p>Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas</p> <p>a. Report the nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following:</p> <ul style="list-style-type: none"> • Construction or use of manufacturing plants, mines, and transport infrastructure • Pollution (introduction of substances that do not naturally occur in the habitat from point and non-point sources) • Introduction of invasive species, pests, and pathogens • Reduction of species • Habitat conversion • Changes in ecological processes outside the natural range of variation (such as salinity or changes in groundwater level) <p>b. Report significant direct and indirect positive and negative impacts with reference to the following:</p> <ul style="list-style-type: none"> • Species affected • Extent of areas impacted • Duration of impacts • Reversibility or irreversibility of the impacts 	<p>The potential impacts are immaterial or negligible, as identified in the review of our land management and biodiversity. Impacts are not deemed significant and therefore none are reported.</p>	SDR pg 95
MM1	<p>Amount of land (owned or leased, and managed for production activities or extractive use) disturbed or rehabilitated</p> <p>Report the following data (in hectares): Total land disturbed and not yet rehabilitated (A: opening balance); Total amount of land newly disturbed within the reporting period (B); Total amount of land newly rehabilitated within the reporting period to the agreed end use (C); Total land disturbed and not yet rehabilitated (D = A+B-C; closing balance).</p>	<p>Refer to land leased and managed in the environment performance data table.</p>	SDR pg 126
MM2	<p>The number and percentage of total sites identified as requiring biodiversity management plans according to stated criteria, and the number (percentage) of those sites with plans in place.</p>	<p>This can be determined on the basis of information provided in the review of our land management and biodiversity and land leased and managed data.</p>	SDR pg 95, 126

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-EN13	<p>Habitats protected or restored</p> <p>a. Report the size and location of all habitat protected areas or restored areas, and whether the success of the restoration measure was or is approved by independent external professionals.</p> <p>b. Report whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organisation has overseen and implemented restoration or protection measures.</p> <p>c. Report on the status of each area based on its condition at the close of the reporting period.</p> <p>d. Report standards, methodologies and assumptions used.</p>	This is addressed in the section on rehabilitation in the land and management and biodiversity review and our land management data.	SDR pg 95, 125
G4-EN14	<p>Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk</p> <p>a. Report the total number of IUCN Red List species and national conservation list species with habitats in areas affected by the operations of the organisation, by level of extinction risk: critically endangered; endangered; vulnerable; near threatened; least concern</p>	Our biodiversity studies have revealed our red data species and have highlighted the alien species within our areas of operation. We will seek to report more fully on this information once we have embedded our G4 process fully.	SDR pg 95
Aspect: Emissions			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	See sections: our management approach to climate change and energy and air quality management. Emissions and climate change pose significant risks to our operations. We are implementing a carbon management strategy and conduct an annual greenhouse gas emissions assessment to understand the Group's exposure and identify areas of GHG mitigation. We monitor the effectiveness of our management approach through the submission of quarterly performance reports. Material performance issues are considered by the HSER committee.	SDR pg 89, 92

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-EN15	<p>Direct greenhouse gas (GHG) emissions (scope 1)</p> <p>a. Report gross direct (scope 1) GHG emissions in metric tonnes of CO₂ equivalent, independent of any GHG trades, such as purchases, sales, or transfers of offsets or allowances.</p> <p>b. Report gases included in the calculation (whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all).</p> <p>c. Report biogenic CO₂ emissions in metric tonnes of CO₂ equivalent separately from the gross direct (scope 1) GHG emissions.</p> <p>d. Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions.</p> <p>e. Report standards, methodologies, and assumptions used.</p> <p>f. Report the source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source.</p> <p>g. Report the chosen consolidation approach for emissions (equity share, financial control, operational control).</p>	<p>We report our total direct CO₂ emissions by operation in our environment performance data table. Additional information can be found in our CDP report, available on our website and at www.cdproject.net.</p>	<p>SDR pg 124</p>
G4-EN16	<p>Energy indirect greenhouse gas (GHG) emissions (scope 2)</p> <p>a. Report gross energy indirect (scope 2) GHG emissions in metric tonnes of CO₂ equivalent, independent of any GHG trades, such as purchases, sales, or transfers of offsets or allowances.</p> <p>b. Report gases included in the calculation, if available.</p> <p>c. Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions.</p> <p>d. Report standards, methodologies, and assumptions used.</p> <p>e. Report the source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source, if available.</p> <p>f. Report the chosen consolidation approach for emissions (equity share, financial control, operational control).</p>	<p>We report our total indirect CO₂ emissions by operation in our environment performance data table. Additional information can be found in our CDP report, available on our website and at www.cdproject.net.</p>	<p>SDR pg 124</p>

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-EN17	<p>Other indirect greenhouse gas (GHG) emissions (scope 3)</p> <p>a. Report gross other indirect (scope 3) GHG emissions in metric tonnes of CO₂ equivalent, excluding indirect emissions from the generation of purchased or acquired electricity, heating, cooling, and steam consumed by the organisation (these indirect emissions are reported in indicator G4-EN16). Exclude any GHG trades, such as purchases, sales, or transfers of offsets or allowances.</p> <p>b. Report gases included in the calculation, if available.</p> <p>c. Report biogenic CO₂ emissions in metric tonnes of CO₂ equivalent separately from the gross other indirect (scope 3) GHG emissions.</p> <p>d. Report other indirect (scope 3) emissions categories and activities included in the calculation.</p> <p>e. Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions.</p> <p>f. Report standards, methodologies and assumptions used.</p> <p>g. Report the source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source, if available.</p> <p>Report estimated scope 3 emissions associated with end-use of products (eg transport fuels, natural gas), and report the methodologies and emission factors used.</p>	<p>We report our total indirect CO₂ emissions by operation in our environment performance data table. Additional information can be found in our CDP report, available on our website and at www.cdproject.net. Scope 3 emissions reported in CDP reporting has a 12 months lag. Scope 3 emissions are estimated at 64 690 tonnes for FY16. Although we improved the quality of our scope 3 emissions measuring and reporting, further work is required.</p>	SDR pg 124
G4-EN18	<p>Greenhouse gas (GHG) emissions intensity</p> <p>a. Report the GHG emissions intensity ratio.</p> <p>b. Report the organisation-specific metric (the ratio denominator) chosen to calculate the ratio.</p> <p>c. Report the types of GHG emissions included in the intensity ratio: direct (scope 1), energy indirect (scope 2), other indirect (scope 3).</p> <p>d. Report gases included in the calculation.</p>	<p>Our emissions intensity was 0.207 tonne CO₂ per tonne ore milled. These were based on scope 1 and 2 emissions.</p>	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-EN19	<p>Reduction of greenhouse gas (GHG) emissions</p> <p>a. Report the amount of GHG emissions reductions achieved as a direct result of initiatives to reduce emissions, in metric tonnes of CO₂ equivalent.</p> <p>b. Report gases included in the calculation (whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all).</p> <p>c. Report the chosen base year or baseline and the rationale for choosing it.</p> <p>d. Report standards, methodologies, and assumptions used.</p> <p>e. Report whether the reductions in GHG emissions occurred in direct (scope 1), energy indirect (scope 2), other indirect (scope 3) emissions.</p>	<p>Although we improved the quality of our reporting of scope 2 and 3 emissions across operations this year, the availability of auditable data on energy savings from all operations remains challenging. Partial information can be found in our CDP report, available on our website and at www.cdproject.net.</p>	
G4-EN20	<p>Emissions of ozone-depleting substances (ODS)</p> <p>a. Report production, imports and exports of ODS in metric tonnes of CFC-11 equivalent.</p> <p>b. Report substances included in the calculation.</p> <p>c. Report standards, methodologies, and assumptions used.</p> <p>d. Report the source of the emission factors used.</p>	<p>All operations have phased out the use of ozone-depleting substances.</p>	
G4-EN21	<p>NO_x, SO_x and other significant air emissions</p> <p>a. Report the amount of significant air emissions, in kilograms or multiples for each of the following:</p> <ul style="list-style-type: none"> • NO_x • SO_x • Persistent organic pollutants (POP) • Volatile organic compounds (VOC) • Hazardous air pollutants (HAP) • Particulate matter (PM) <p>• Include emissions from both major mobile sources and on-site stationary sources.</p> <p>• Other standard categories of air emissions identified in relevant regulations</p> <p>b. Report standards, methodologies, and assumptions used.</p> <p>c. Report the source of the emission factors used.</p> <p>Report NO_x, SO_x, VOC and PM as an intensity (weight/MBOE or other appropriate measure) broken down by business sector (eg oil and gas production, refining, petrochemicals).</p>	<p>Information regarding our SO₂, NO_x, and PM emissions can be found in our review of air quality management. Our NO_x and SO₂ emissions are also presented in the environment performance data table. All other emissions are deemed not material due to the nature of our activities.</p>	<p>SDR pg 92, 124</p>

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Effluents and waste			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach 	Information is provided in the review of managing our waste . Implications of poor waste management are identified. We monitor the effectiveness of our management approach through the submission of quarterly performance reports. Material performance issues are considered in the STR committee, and the HSER committee.	SDR pg 94
G4-EN22	<p>Total water discharge by quality and destination</p> <p>a. Report the total volume of planned and unplanned water discharges by:</p> <ul style="list-style-type: none"> • Destination • Quality of the water including treatment method • Whether it was reused by another organisation <p>b. Report standards, methodologies and assumptions used.</p>	Currently discharges are not consistently recorded across the Group and this will be included in the future Group approach. Water quality monitoring is undertaken at all operations in line with the relevant requirements.	
G4-EN23	<p>Total weight of waste by type and disposal method</p> <p>a. Report the total weight of hazardous and non-hazardous waste, by the following disposal methods:</p> <ul style="list-style-type: none"> • Reuse • Recycling • Composting • Recovery, including energy recovery • Incineration (mass burn) • Deep well injection • Landfill • On-site storage • Other (to be specified by the organisation) <p>b. Report how the waste disposal method has been determined:</p> <ul style="list-style-type: none"> • Disposed of directly by the organisation or otherwise directly confirmed • Information provided by the waste disposal contractor • Organisational defaults of the waste disposal contractor. 	We report partially on this indicator, in our waste management data table. Weight of waste is reported by disposal method and classification.	SDR pg 126
MM3	Total amounts of overburden, rock, tailings, and sludges (in tonnes) and their associated risks.	We report partially on this indicator in our environment performance data. Associated risks are managed through adherence to the mine Environmental Management Programmes (EMPs).	SDR pg 123, 126

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-EN24	<p>Total number and volume of significant spills</p> <p>a. Report the total number and total volume of recorded significant spills. (<i>Significant = hydrocarbon spill > 100 barrels released in the environment; any hydrocarbon spill into a sensitive environment, any non-hydrocarbon spill that environmental relevance (toxicity, salinity, etc)</i>)</p> <p>b. For spills that were reported in the organisation's financial statements, report the additional following information for each such spill:</p> <ul style="list-style-type: none"> • Location of spill • Volume of spill • Material of spill, categorised by: <ul style="list-style-type: none"> – Oil spills (soil or water surfaces) – Fuel spills (soil or water surfaces) – Spills of wastes (soil or water surfaces) – Spills of chemicals (mostly soil or water surfaces) – Other (to be specified by the organisation) – Include spillage of tailings, slimes, or other significant process materials. <p>c. Report the impacts of significant spills.</p> <p>d. Report follow up to incidents including a description of actions taken to reduce number and seriousness of spills, even at a level before emergency procedures are required.</p>	<p>During the year under review there were no significant spills at any of our operations.</p>	
G4-EN25	<p>Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally</p> <p>a. Report the total weight for each of the following:</p> <ul style="list-style-type: none"> • Hazardous waste transported • Hazardous waste imported • Hazardous waste exported • Hazardous waste treated <p>b. Report the percentage of hazardous waste shipped internationally.</p>	<p>The hazardous waste situation remains challenging in Zimbabwe, with no best practices being available. Alternative practices to divert waste from landfill are reviewed in the section on managing our waste. All legal requirements in terms of the Basel Convention are being assessed.</p>	SDR pg 94

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-EN26	<p>Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organisation's discharges of water and runoff</p> <p>a. Report water bodies and related habitats that are significantly affected by water discharges based on the criteria described in the compilation section below, adding information on:</p> <ul style="list-style-type: none"> • Size of water body and related habitat • Whether the water body and related habitat is designated as a protected area (nationally or internationally) • Biodiversity value (such as total number of protected species). 	<p>Zimplats and Impala Springs both operate close to areas of recognised high biodiversity. The Impala Springs refining operation is near the Cowles Dam that feeds into the Blesbokspruit, an ecosystem deemed under threat and that appears on the Montreux record. Although Impala Springs is not seen to have any direct impact on this ecosystem, it is represented on the Blesbokspruit forum and is involved with environmental education and conservation initiatives at the Blesbokspruit Grootvlei Trust.</p>	SDR Pg95
Aspect: Products and services			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	<p>Due to the nature and application of our main products this is not seen to be a material issue. PMG metals are inert and are used in various forms, including in catalytic converters and other applications aimed at “greening” economic activity. An overview of anticipated market developments in this area is provided in the business environment review.</p>	AIR pg 20
G4-EN27	<p>Extent of impact mitigation of environmental impacts of products and services</p> <p>a. Report quantitatively the extent to which environmental impacts of products and services have been mitigated during the reporting period.</p> <p>b. If use-oriented figures are employed, report the underlying assumptions regarding consumption patterns or normalisation factors.</p>	See comment above.	
G4-EN28	<p>Percentage of products sold and their packaging materials that are reclaimed by category</p> <p>a. Report the percentage of reclaimed products and their packaging materials for each product category.</p> <p>b. Report how the data for this indicator has been collected.</p>	See comment above.	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Compliance			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	This aspect is material because of its potential impact on Implants' reputation and may result in financial losses. All compliance matters are managed through the executive, with a dedicated compliance manager appointed to the Group to ensure full compliance by the organisation. At a board level compliance is delegated to the audit committee. The roles and responsibilities can be found in the corporate governance report. Executives and line management are responsible and accountable for the implementation of the fraud policy, code of ethics and resultant procedures.	NSR pg 9
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations a. Report significant fines and non-monetary sanctions in terms of total monetary value of significant fines, total number of non-monetary sanctions, cases brought through dispute resolution mechanisms b. Where organisations have not identified any non-compliance with laws or regulations, a brief statement of this fact is sufficient.	There were no non-compliance notices, fines or penalties issued to any of our operations during the review period. No "critical" environmental incidents were reported.	
Aspect: Transport			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	We do not believe this to be a material issue as we are not directly involved in the transportation of materials that could have a major environmental impact.	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-EN30	<p>Significant environmental impacts of transporting products and other goods and materials for the organisation's operations, and transporting members of the workforce</p> <p>a. Report the significant environmental impacts of transporting products and other goods and materials for the organisation's operations, and transporting members of the workforce. Where quantitative data is not provided, report the reason.</p> <p>b. Report how the environmental impacts of transporting products, members of the organisation's workforce, and other goods and materials are mitigated.</p> <p>c. Report the criteria and methodology used to determine which environmental impacts are significant.</p>	<p>We do not believe this to be a material issue as we are not directly involved in the transportation of materials that could have a major environmental impact. The most material environmental impact associated with the transportation of our employees relates to energy usage and scope 3 greenhouse gas emissions.</p>	SDR pg 90, 123
Aspect: Overall			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	<p>It is a business imperative to minimise our environmental impact in order to protect the environment and maintain our right to operate in an extractive industry. Information is provided in our review of conserving natural resources and mitigating impacts on our business. We identify our focus areas as well as policies and controls used to monitor and mitigate our environmental impact. Audits, internal reports and self-evaluations are used to assess performance.</p>	SDR pg 84
G4-EN31	<p>Total environmental protection expenditures and investments by type</p> <p>a. Report total environmental protection expenditures by:</p> <ul style="list-style-type: none"> • Waste disposal, emissions treatment and remediation costs • Prevention and environmental management costs. 	<p>Implats makes financial provision for rehabilitation and closure plans for all its operations. Our approach is reviewed in the section on land management. The financial provisions for rehabilitation are summarised in the our mineral assets – environment section. In compliance with the DMR, the South African liabilities are secured through trust funds, insurance policies and bank guarantees. Rehabilitation provision is further discussed in the AFS (refer in particular to notes 1.3.13).</p>	SDR pg 95 AIR pg 101 AFS pg 62

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Supplier environmental assessment			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	Due to the nature of our supplier base and their activities, we do not deem this to be a material issue. This may be reviewed in the future.	
G4-EN32	Percentage of new suppliers that were screened using environmental criteria a. Report the percentage of new suppliers that were screened using environmental criteria.	See comment above.	
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken a. Report the number of suppliers subject to environmental impact assessments. b. Report the number of suppliers identified as having significant actual and potential negative environmental impacts. c. Report the significant actual and potential negative environmental impacts identified in the supply chain. d. Report the percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment. e. Report the percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why.	See comment above.	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Environmental grievance mechanism			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	Implats takes any concerns regarding environmental violations by the Company or its suppliers seriously. In line with our environmental management systems expectations, all operations are required to identify and report on environmental incidents. A “whistleblowing” toll-free helpline is in place to facilitate the confidential reporting of alleged incidents that are reported to the Group head of internal audit and the board chairman. Executives and line management are responsible and accountable for the implementation of the fraud policy, code of ethics and resultant procedures.	
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms a. Report the total number of grievances about environmental impacts filed through formal grievance mechanisms during the reporting period. b. Of the identified grievances, report how many were: <ul style="list-style-type: none"> • Addressed during the reporting period • Resolved during the reporting period c. Report the total number of grievances about environmental impacts filed prior to the reporting period that were resolved during the reporting period.	During 2016, there were no major (level 5) or significant (level 4) environmental incidents at any of our operations. However, we recorded a total of 51 limited impact (level 3) environmental incidents, 45 of which occurred at Impala Rustenburg. None of these limited impact incidents resulted in any lasting harm to the environment. There were no non-compliance notices, fines or penalties issued to any of our operations during the review period.	
SOCIAL			
Labour practices and decent work			
Aspect: Employment			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management - approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	Information provided in the section our strategic approach to people . Our competitive advantage stems in part from a motivated and talented workforce. We have identified strategic focus areas for effectively communicating our employee value proposition to our workforce. We monitor the effectiveness of our management approach through the submission of quarterly performance reports. Material performance issues are considered in the STR committee.	SDR pg 50

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-LA1	<p>Total number and rates of new employee hires and employee turnover by age group, gender and region</p> <p>a. Report the total number and rate of new employee hires during the reporting period, by age group, gender and region.</p> <p>b. Report the total number and rate of employee turnover during the reporting period, by age group, gender and region.</p>	<p>Overall level of employee turnover as well as by gender is reported in our people performance data table.</p>	<p>SDR pg 115</p>
G4-LA2	<p>Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation</p> <p>a. Report the benefits which are standard for full-time employees of the organisation but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum life insurance, healthcare, disability and invalidity coverage, parental leave, retirement provision, stock ownership, others</p> <p>b. Report the definition used for "significant locations of operation".</p>	<p>Full-time employees are afforded annual leave, medical aid, accommodation assistance, and provident fund benefits. At Zimplats, employees are offered a housing allowance or company accommodation or housing loans for home ownership scheme at Ngezi, at transport allowance or transport provision, Group life cover (100% employer contribution), medical aid cover (100% employer contribution), funeral cover contributory at 50%, long service awards leave and payments, production and safety bonuses for meeting set targets, education assistance for C3-C4 graded employees, Mining Industry Pension Fund (MIPF) contributory at 7.5%, technical allowance, service pay. Benefits to employees in South Africa are detailed in the Implats Employee Value Proposition.</p>	
G4-LA3	<p>Return to work and retention rates after parental leave, by gender</p> <p>a. Report the total number of employees that were entitled to parental leave, by gender.</p> <p>b. Report the total number of employees that took parental leave, by gender.</p> <p>c. Report the total number of employees who returned to work after parental leave ended, by gender.</p> <p>d. Report the total number of employees who returned to work after parental leave ended who were still employed 12 months after their return to work, by gender.</p> <p>e. Report the return to work and retention rates of employees who took parental leave, by gender.</p>	<p>Zimplats has no parental leave entitlement. Legally all female employees are entitled to 98 days on full salary for maternity leave. In FY16 all women who went on maternity leave were paid their salaries in full. In South Africa, Implats does not entitle parental leave; we have maternity leave for females and family responsibility leave (as per the Basic Conditions of Employment Act (BCEA) for deaths, illness, and births. We do not distinguish between the reasons why this leave is taken.</p>	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Labour/management relations			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	Information is provided in the review of investing in employee relations. Strategic goals used to assess the effectiveness of employee relations management are identified. Exco receives monthly reports on labour relations. Biannual surveys conducted by independent third parties assess the effectiveness of Implats' labour relations. Material performance issues are considered by the STR committee and the remunerations committee. At Zimplats, employee engagement at all levels is measured on a frequent basis.	SDR pg 55
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements a. Report the minimum number of weeks' notice typically provided to employees and their elected representatives prior to the implementation of significant operational changes that could substantially affect them. b. For organisations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	South Africa – A minimum of 30 days' notice period is required for any process and structural changes. Collective bargaining agreements cover notice periods regarding any significant organisational changes. Zimplats – Legally in Zimbabwe contracts of employment are subject to satisfactory completion of three months' probationary period, during which time, two weeks' notice of termination of employment by either party is required. Notice to terminate employment by both parties afterwards is three months, served in writing by either party, effective from the date of presentation. However dismissals have no notice of termination.	
MM4	Number of strikes and lock-outs exceeding one week's duration, by country.	There were no strikes and or lock-outs at our operations exceeding one week's duration.	
Aspect: Occupational health and safety			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	Information is provided in the review of employee health and well-being. Effective management of occupational health risks, and promoting health and well-being in the workplace, protects our employees, enhances productivity, and helps maintain our licence to operate. Investing in healthcare in communities around our operations provides a significant societal benefit and is also important for achieving our longer-term business goals. We monitor the effectiveness of our management approach through the submission of quarterly performance reports. Material performance issues are considered by the HSER committee.	SDR pg 46 to 49

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-LA5	<p>Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes</p> <p>a. Report the level at which each formal joint management-worker health and safety committee typically operates within the organisation.</p> <p>b. Report the percentage of the total workforce represented in formal joint management-worker health and safety committees.</p>	Employee representative bodies form part of the HSE committees, which function at the individual mine and operational level. These cover all employees working at our operations.	
G4-LA6	<p>Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender</p> <p>a. Report types of injury, injury rate (IR), occupational diseases rate (ODR), lost day rate (LDR), absentee rate (AR) and work-related fatalities, for the total workforce (that is, total employees plus supervised workers), by region and gender</p> <p>b. Report types of injury, injury rate (IR), occupational diseases rate (ODR), lost day rate (LDR), absentee rate (AR) and work-related fatalities for independent contractors working on-site to whom the organisation is liable for the general safety of the working environment, by region and gender</p> <p>c. Report the system of rules applied in recording and reporting accident statistics.</p> <p>d. Provide a description of each accident resulting in a fatality, and actions taken following the accident. These may be aggregated where the causes of accidents or the actions taken are similar.</p>	Provided in the review of our 2016 safety performance.	SDR pg 42 to 44
G4-LA7	<p>Workers with high incidence or high risk of diseases related to their occupation</p> <p>a. Report whether there are workers who are involved in occupational activities who have a high incidence or high risk of specific diseases.</p>	High-risk occupational diseases are identified in our review of employee health and well-being.	SDR pg 46
G4-LA8	<p>Health and safety topics covered in formal agreements with trade unions</p> <p>a. Report whether formal agreements (either local or global) with trade unions cover health and safety.</p> <p>b. If yes, report the extent, as a percentage, to which various health and safety topics are covered by these agreements.</p>	A revised health and safety agreement with all of the employee representative groups was signed in November 2013. All health and safety structures have been put in place in accordance with the requirement of Chapter 3 of the Mine Health and Safety Act. All existing programmes to prevent fatalities and health threatening situations are unchanged and are driven by these safety structures.	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Training and education			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	Information is provided in the review of attracting, retaining and developing talent. Skills development initiatives are critical to meeting our growth objectives and to achieving the necessary shift in culture throughout the organisation. We monitor the effectiveness of our management approach through the submission of quarterly performance reports. Material performance issues are considered by the STR committee.	SDR pg 50
G4-LA9	Average hours of training per year per employee by gender, and by employee category a. Report the average hours of training that the organisation's employees have undertaken during the reporting period, by: <ul style="list-style-type: none"> • Gender • Employee category 	It is not deemed material to measure and monitor hours of training by gender and employee category. The number of hours of ABET training provided at our operations is detailed in our performance data – skills development.	SDR pg 122
G4-LA10	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings a. Report on the type and scope of programmes implemented and assistance provided to upgrade employee skills. b. Report on the transition assistance programmes provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.	Implats promotes life-long learning and has programmes in place to help improve the basic literacy and numeracy of employees who were unable to obtain a school leaving certificate. Funds are also allocated for the retraining of employees in the event of redundancies. Many core business training programmes promote employability within and external to the mining industry, including: learnerships, servicemen, mobile and lifting machine licences and MQA skills programmes and qualifications within mining occupation. Soft skills training provided will assist with entrepreneurial possibilities. Educational assistance is offered to employees, to study at tertiary institutions to obtain anything from matric, N-certificates to diplomas and degrees in any mining discipline. Zimplats provides a wide range of training and skills enhancing programmes to all level of employees. These programmes can be widely divided into three categories: SHEQ, technical and supervisory. Specialised courses are provided through external service providers. Being a Siemens-approved training centre a full range of instrumentation courses are provided. Trainees includes graduate learners across all departments, cadets that study at the Zimbabwe School of Mines, and apprentices in the electrical, boiler making, instrumentation and fitting trades. Basic counselling is offered on site by the Mining Industry Pension Fund to all persons nearing retirement.	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-LA11	<p>Percentage of employees receiving regular performance and career development reviews, by gender and by employee category</p> <p>a. Report the percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.</p>	<p>We focus our development plans on employees who are either in management roles or who have management potential. All employees in the C5 (C3 at Zimplats) to E level categories received their annual assessments in the year under review. We aim to report more fully on this indicator once we have embedded our G4 reporting processes.</p>	
Aspect: Diversity and equal opportunity			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	<p>Information is provided in the section on promoting diversity and transformation. The sourcing of highly sought-after skilled HDSA individuals remains a key challenge. We have set clear targets for female and HDSA representation. We monitor the effectiveness of our management approach through the submission of quarterly performance reports. Material performance issues are considered by the STR committee.</p>	SDR pg 58
G4-LA12	<p>Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity</p> <p>a. Report the percentage of individuals within the organisation's governance bodies in each of the following diversity categories:</p> <ul style="list-style-type: none"> • Gender • Age group: under 30 years old, 30 to 50 years old, over 50 years old • Minority groups • Other indicators of diversity where relevant <p>b. Report the percentage of employees per employee category in each of the following diversity categories:</p> <ul style="list-style-type: none"> • Gender • Age group: under 30 years old, 30 to 50 years old, over 50 years old • Minority groups • Other indicators of diversity where relevant 	<p>HDSA representation in our South African workforce is provided in the review of our 2016 performance on diversity. A detailed review of our workforce by occupational level, gender and race is provided in our performance data – people tables on staff representation. The composition of the board structure and Exco is detailed in the NSR.</p>	SDR pg 59, 110 NSR pg 8

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Equal remuneration for women and men			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	All remuneration is handled through the board remuneration committee and all practices are guided by our remuneration policy. Equal pay is provided for both men and women in line with the skills, position and relevant experience and is guided by the remuneration policy. It is the Company policy to not discriminate based on gender.	
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation a. Report the ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation. b. Report the definition used for "significant locations of operation".	The female to male pay ratio is provided in the performance tables – people.	SDR pg 118
Aspect: Supplier assessment for labour practices			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	Given the current labour dynamics within the South African market, labour practices present a material risk to the business in fulfilling our objectives. Supplier labour issues are addressed through the human resources department in collaboration with procurement. Where issues are identified, the department investigates and seeks remedial action. Due to the risk associated with suppliers, we are progressively assessing our current core business suppliers and bringing these in-house.	
G4-LA 14	Percentage of new suppliers that were screened using labour practices criteria a. Report the percentage of new suppliers that were screened using labour practices criteria.	Refer to the section on managing contractors and suppliers.	SDR pg 33

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-LA15	<p>Significant actual and potential negative impacts for labour practices in the supply chain and actions taken</p> <ol style="list-style-type: none"> Report the number of suppliers subject to impact assessments for labour practices. Report the number of suppliers identified as having significant actual and potential negative impacts for labour practices. Report the significant actual and potential negative impacts for labour practices identified in the supply chain. Report the percentage of suppliers identified as having significant actual and potential negative impacts for labour practices with which improvements were agreed upon as a result of assessment. Report the percentage of suppliers identified as having significant actual and potential negative impacts for labour practices with which relationships were terminated as a result of assessment, and why. 	<p>No significant negative impacts on labour practices reported.</p>	
Aspect: Labour practices grievance mechanisms			
G4-DMA	<ol style="list-style-type: none"> Report why the aspect is material. Report the impacts that make this aspect material. Report how the organisation manages the material aspect or its impacts. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> The mechanisms for evaluating the effectiveness of the management – approach The results of the evaluation of the management approach Any related adjustments to the management approach. 	<p>Periodic employee opinion surveys and engagements (see SDR pg 20) are mechanisms for our workforce to communicate grievances to management. This year we completed a diversity survey at all our operations to gather perceptions on issues including the implementation of our values, diversity management, and women in mining. Each operational unit is implementing initiatives aimed at addressing employee concerns/issues identified through our cultural surveys and other engagements. At Zimplats, employee engagements across all employee levels have assisted in maintaining cordial industrial relations with our employees. The various forums used include employee surveys, works council meetings; workers committees interface meetings with the COO, GMs meeting with CH to DL quarterly, and CEO summit with management employees. In such meetings pertinent issues have been raised and addressed amicably. We monitor the effectiveness of our management approach through the submission of quarterly performance reports. Material performance issues are considered by the STR committee.</p>	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-LA16	<p>Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms</p> <p>a. Report the total number of grievances about labour practices filed through formal grievance mechanisms during the reporting period.</p> <p>b. Of the identified grievances, report how many were:</p> <ul style="list-style-type: none"> • Addressed during the reporting period • Resolved during the reporting period <p>c. Report the total number of grievances about labour practices filed prior to the reporting period that were resolved during the reporting period.</p>	<p>This year, 61 cases were reported across the Group, 48% of which were from the South African operation, 48% from the Zimplats operation and the remaining 4% from the Mimosa operation. This reflects a 40% reduction from last year's figure. Of the 61 cases reported and investigated this year, six were conflict of interest and corruption; 22 were fraud and theft and 23 related to misconduct and other irregularities. In keeping with our zero tolerance stance on fraud and corruption, 16 of the 24 founded cases led to appropriate disciplinary action being taken against the parties involved; as a result 14 of these cases receiving a guilty outcome, eight cases did not warrant disciplinary action and the remaining two are still in process.</p>	
HUMAN RIGHTS			
Aspect: Investment			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management - approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	<p>The agreement of the UN Guiding Principles on Business and Human Rights gave emphasis to the important role of business in respecting human rights. The issue is seen to be of particular relevance to companies in the extractives sector, and has added significance given the context of the industrial relations climate in South Africa. We have committed to adopting the voluntary principles on security and human rights (VPSHR) as defined by the United Nations. Information on our approach and progress is provided in the section respecting human rights. We monitor the effectiveness of our management approach through the submission of quarterly performance reports. Material performance issues are considered by the STR committee.</p>	SDR pg 81
G4-HR1	<p>Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening</p> <p>a. Report the total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.</p> <p>b. Report the definition of "significant investment agreements" used by the organisation.</p>	<p>No operations underwent human rights screening. All clauses included in contracts make reference to our labour policies and practices that contractors must abide by and relate to all human rights related issues.</p>	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-HR2	<p>Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained</p> <p>a. Report the total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations.</p> <p>b. Report the percentage of employees in the reporting period trained in human rights policies or procedures concerning aspects of human rights that are relevant to operations.</p>	<p>Employees in the Group were trained on disciplinary enquiry, conciliation and mediation and other human rights related issues. Total number of hours of training provided is not deemed material.</p>	
Aspect: Non-discrimination			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	<p>Given the history of the region in which we operate, there is a particular and obvious need to take clear steps to identify and address any instances of discrimination, particularly (but not only) in terms of race, gender and union affiliation. All allegations of discrimination are handled by the human resources department, and detailed grievance procedures are in place at all operations. A “whistleblowing” toll-free helpline is also in place to facilitate the confidential reporting of alleged incidents of discrimination that are reported to the chief audit executive and the board chairman. We monitor the effectiveness of our management approach through the submission of quarterly performance reports. Material performance issues are considered by the STR committee.</p>	
G4-HR3	<p>Total number of incidents of discrimination and corrective actions taken</p> <p>a. Report the total number of incidents of discrimination during the reporting period.</p> <p>b. Report the status of the incidents and the actions taken with reference to the following:</p> <ul style="list-style-type: none"> • Incident reviewed by the organisation • Remediation plans being implemented • Remediation plans have been implemented and results reviewed through routine internal management review processes • Incident no longer subject to action. 	<p>There was no incident of discrimination reported during the year under review. All operations grievance cases are reviewed through the human resources department and the necessary action taken in accordance with the organisation’s disciplinary procedures.</p>	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Freedom of association and collective bargaining			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	<p>The agreement of the UN Guiding Principles on Business and Human Rights gave emphasis to the important role of business in respecting human rights. The issue is seen to be of particular relevance to companies in the extractives sector, and has added significance given the context of the industrial relations climate in South Africa. Our approach to managing this issue and assessing our effectiveness is provided in the section investing in employee relations. The operations have branch committees constituted with union representatives and management. Part of the agenda items relate to freedom of association and working conditions. Issues from these committees are escalated to the operations committee for discussion and resolution. Employee affiliation is tracked via voluntary submission of affiliation forms to the payroll to allow affiliation to unions of choice and to deregister where requested. A “whistleblowing” toll-free helpline is in place to facilitate the confidential reporting of alleged incidents of discrimination that are reported to the chief audit executive and the board chairman.</p>	SDR pg 55
G4-HR4	<p>Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights</p> <p>a. Report operations and suppliers in which employee rights to exercise freedom of association or collective bargaining may be violated or at significant risk either in terms of:</p> <ul style="list-style-type: none"> • Type of operation (such as manufacturing plant) and supplier • Countries or geographical areas with operations and suppliers considered at risk <p>b. Report measures taken by the organisation in the reporting period intended to support rights to exercise freedom of association and collective bargaining.</p> <p>c. Report how the organisation's freedom of association policy is implemented in practice.</p>	<p>All employees in all our operations have the right to freedom of association and collective bargaining. Details on our approach is provided in our review on investing in employee relations.</p>	SDR pg 55

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Child labour			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	We do not believe this to be a material issue. The use of child labour is not a material risk in the two countries and business sectors in which we operate, nor is it seen to be a material risk in our supply chain. Our labour hire policies clearly stipulate the minimum age for employment, and this is vetted via the submission of the necessary documentation during the hiring process, to verify age. Our human rights policy clearly stipulates the prohibition of child labour. Suppliers are bound by our on policies and procedures.	
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour a. Report operations and suppliers considered to have significant risk for incidents of: <ul style="list-style-type: none"> • Child labour • Young workers exposed to hazardous work b. Report operations and suppliers considered to have significant risk for incidents of child labour either in terms of: <ul style="list-style-type: none"> • Type of operation (such as manufacturing plant) and supplier • Countries or geographical areas with operations and suppliers considered at risk c. Report measures taken by the organisation in the reporting period intended to contribute to the effective abolition of child labour.	See comment above.	
Aspect: Forced or compulsory labour			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	We do not believe this to be a material issue. The use of forced or compulsory labour is not a material risk in the two countries and business sectors in which we operate, nor is it seen to be a material risk in our supply chain.	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-HR6	<p>Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour</p> <p>a. Report operations and suppliers considered to have significant risk for incidents of forced or compulsory labour either in terms of:</p> <ul style="list-style-type: none"> • Type of operation (such as manufacturing plant) and supplier • Countries or geographical areas with operations and suppliers considered at risk <p>b. Report measures taken by the organisation in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labour.</p>	See comment above.	
Aspect: Security practices			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	The agreement of the UN Guiding Principles on Business and Human Rights gave emphasis to the important role of business in respecting human rights. The issue is seen to be of particular relevance to companies in the extractives sector, and has added significance given the context of the industrial relations climate in South Africa. We have committed to adopting the voluntary principles on security and human rights (VPSHR) as defined by the United Nations. Information on our approach and progress is provided in the section respecting human rights . We monitor the effectiveness of our management approach through the submission of quarterly performance reports. Material performance issues are considered by the STR committee.	SDR pg 81
G4-HR7	<p>Percentage of security personnel trained in the organisation's human rights policies or procedures that are relevant to operations</p> <p>a. Report the percentage of security personnel who have received formal training in the organisation's human rights policies or specific procedures and their application to security.</p> <p>b. Report whether training requirements also apply to third party organisations providing security.</p>	Third-party services are contracted to provide security at our South African operations. We employ 844 security personnel (own and contractor) in South Africa and spent R173 million in providing security for our South African operations. We have committed to adopting the VPSHR. Information on our approach and progress is provided in the section respecting human rights .	SDR pg 81

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Indigenous rights			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	We do not believe this to be a material issue. Using the understanding of indigenous peoples as formulated for example by the International Labour Organization and UN agencies, there are currently no such operations within Implats. However for the sake of demonstrating diversity management, native Zimbabweans have been referred to as indigenous people in certain parts of our SDR.	
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken a. Report the total number of identified incidents of violations involving the rights of indigenous peoples during the reporting period. b. Report the status of the incidents and actions taken with reference to: <ul style="list-style-type: none"> • Incident reviewed by the organisation • Remediation plans being implemented • Remediation plans have been implemented and results reviewed through routine internal management review processes • Incident no longer subject to action. 	See comment above.	
MM5	Total number of operations taking place in or adjacent to indigenous people's territories, and number and percentage of operations or sites where there are formal agreements with indigenous people's communities	See comment above.	
Aspect: Assessment			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	All material aspects are reviewed on a weekly basis by the operations, monthly by the Exco and quarterly by the board committees. The assessment process follows a risk-based approach with a monthly review of the risk register by the Exco, assigned to specific executive heads and where necessary adjustments are made to the management approach as well as corrective actions. The risk register is discussed in detail at the board risk committee, and include a review of the management approach and requisite adjustments made where necessary.	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-HR9	<p>Total number and percentage of operations that have been subject to human rights reviews or impact assessments</p> <p>a. Report the total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by country.</p>	<p>Our human rights policy commits us to full compliance with applicable legislation in the regions in which we operate, as well as implementing the human rights principles in the UN Global Compact. Information on our approach to managing and monitoring contracted labour on human rights issues. We track implementation of human rights issues is provided in the section on respecting human rights.</p>	SDR pg 81
Aspect: Supplier human rights assessment			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	<p>All suppliers are required to apply Implats standards in their approach to managing labour and are provided with key policies that relate to safety and health and human resources practices. Where supplier issues relating to labour are identified, a full investigation is undertaken through the forensic audit department, security or human resources, depending on the nature of the matter.</p>	SDR Pg81
G4-HR10	<p>Percentage of new suppliers that were screened using human rights criteria</p> <p>a. Report the percentage of new suppliers that were screened using human rights criteria.</p>	<p>All contractors are expected to abide by our Company policies, practices, standards and the constitution of the countries in which they are operating. We recognise the need to further improve our monitoring of contracted labour on human rights issues. Through stakeholder engagement processes, material community issues pertaining to human rights are addressed in community forums. No claims of human rights abuse were made against the Company or contractors this year.</p>	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-HR11	<p>Significant actual and potential negative human rights impacts in the supply chain and actions taken</p> <p>a. report the number of suppliers subject to human rights impact assessments.</p> <p>b. Report the number of suppliers identified as having significant actual and potential negative human rights impacts.</p> <p>c. Report the significant actual and potential negative human rights impacts identified in the supply chain.</p> <p>d. Report the percentage of suppliers identified as having significant actual and potential negative human rights impacts with which improvements were agreed upon as a result of assessment.</p> <p>e. Report the percentage of suppliers identified as having significant actual and potential negative human rights impacts with which relationships were terminated as a result of assessment, and why.</p>	See above, no material impacts or violations identified.	
Aspect: Human rights grievance mechanisms			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	Surveys, monthly Exco reports and procedures in place that ensure channels are available to deal with unfair practices are all used at Implats. A “whistleblowing” toll-free helpline is in place to facilitate the confidential reporting of alleged incidents of discrimination that are reported to the chief audit executive and the board chairman. The nature of cases reported this year is provided in our review on promoting ethics and good governance.	SDR pg 37
G4HR-12	<p>Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms</p> <p>a. Report the total number of grievances about human rights impacts filed through formal grievance mechanisms during the reporting period.</p> <p>b. Of the identified grievances, report how many were:</p> <ul style="list-style-type: none"> • Addressed during the reporting period • Resolved during the reporting period <p>c. Report the total number of grievances about human rights impacts filed prior to the reporting period that were resolved during the reporting period.</p>	No claims of human rights abuses were made against the Company in the year under review. A “whistleblowing” toll-free helpline is in place to facilitate the confidential reporting of alleged incidents of discrimination that are reported to the chief audit executive and the board chairman. The nature of cases reported this year are disclosed in the SDR on pg 35.	SDR Pg35

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
SOCIETY			
Aspect: Local communities			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	Implats' licence to operate can be impacted by the communities it operates in. It is vital to the Company's continuance that it maintains good relations with community members in regions where it operates. We have community forums in place, held quarterly, where all community issues are raised and addressed. A dedicated community engagement manager is responsible for ensuring that community stakeholders are engaged, material issues identified and escalated to the relevant body for resolution. Community issues are report to the board STR committee on a quarterly basis via the Exco.	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-SO1	<p>Community engagement, impact assessments, and development programmes</p> <p>a. Report the percentage of operations with implemented local community engagement, impact assessments, and development programmes, including the use of:</p> <ul style="list-style-type: none"> • Social impact assessments, including gender impact assessments, based on participatory processes • Environmental impact assessments and ongoing monitoring • Public disclosure of results of environmental and social impact assessments • Local community development programmes based on local communities' needs • Stakeholder engagement plans based on stakeholder mapping • Broad-based local community consultation committees and processes that include vulnerable groups • Works councils, occupational health and safety committees and other employee representation bodies to deal with impacts • Formal local community grievance processes <p>b. Report whether there are programmes in place for assessing the impacts of operations on local communities</p> <ul style="list-style-type: none"> • Community economic development planning processes, including sources of community income, community access to services and social infrastructure, access to capital and natural resources, and access to further education and skills training. • Coordination with other agencies, for example on poverty alleviation and natural resource management. • Procedures for identifying and protecting subsistence-related resources of local communities, including water, plants and wildlife. • Measures of community health and well-being, including prevalence of cultural practices and associations. 	<p>Information is provided in our review of responding to stakeholder interests and investing in community development.</p>	<p>SDR pg 20, 67</p>

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-SO2	<p>Percentage of operations with significant actual and potential negative impacts on local communities</p> <p>a. Report operations with significant actual and potential negative impacts on local communities, including:</p> <ul style="list-style-type: none"> • The location of the operations • The significant actual and potential negative impacts of operations 	<p>The negative impacts resulting from our activities are primarily associated with natural capital. Our environmental mitigation activities focus on, promoting responsible water stewardship by minimising water use and water pollution, responding to climate change risks and opportunities and promoting responsible energy management, minimising our negative impacts on air quality, managing our waste streams, and promoting responsible land management and biodiversity practices. Information on our approach and performance is provided in the section on conserving natural resources and mitigating impacts. Details on our impacts by location is provided in our environmental performance data.</p>	SDR pg 84 to 95, 123 to 125
MM6	<p>Number and description of significant disputes relating to land use, customary rights of local communities and indigenous peoples.</p>	<p>The dispute between Impala, the executor of a deceased estate and a new land owner regarding the use of certain land within the mining lease area is ongoing. An internal appeal against the granting of mining rights was lodged with the Department of Mineral Resources by the said executor and the legal action instituted by the said executor with the North West High Court. These matters have not yet been finalised.</p>	
MM7	<p>The extent to which grievance mechanisms were used to resolve disputes relating to land use, customary rights of local communities and indigenous peoples, and the outcomes.</p>	<p>Each issue relating to land claims is dealt with through the Commission on Restitution of Land Rights in terms of the Restitution of Land Rights Act 22 of 1994 as amended.</p>	
Aspect: Artisanal and small scale mining			
MM8	<p>Number (and percentage) of company operating sites where artisanal and small-scale mining (ASM) takes place on, or adjacent to, the site; the associated risks and the actions taken to manage and mitigate these risks.</p>	<p>We do not believe this to be a material issue. There is no small-scale or artisanal mining in the organisation.</p>	
Aspect: Resettlement			
MM9	<p>Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process</p>	<p>Zimplats is in the process of implementing a community resettlement project.</p>	SDR pg 78
Aspect: Closure planning			
MM10	<p>Number and percentage of operations with closure plans.</p>	<p>All our mining operations have closure plans with associated rehabilitation costs. Our approach is reviewed in the section on land management.</p>	SDR pg 95

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Anti-corruption			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	<p>Provided in the review of promoting ethics and good governance. A “whistleblowing” toll-free helpline is in place to facilitate the confidential reporting of alleged incidents of discrimination that are reported to the chief audit executive and the board chairman.</p>	SDR pg 35
G4-SO3	<p>Total number and percentage of operations assessed for risks related to corruption and the significant risks identified</p> <p>a. Report the total number and percentage of operations assessed for risks related to corruption.</p> <p>b. Report the significant risks related to corruption identified through the risk assessment.</p>	<p>All business units are consistently monitored for fraudulent activity and corruption including suppliers. Information is provided in the review of our governance and management approach.</p>	SDR pg 32
G4-SO4	<p>Communication and training on anti-corruption policies and procedures</p> <p>a. Report the total number and percentage of governance body members that the organisation’s anti-corruption policies and procedures have been communicated to, broken down by region.</p> <p>b. Report the total number and percentage of employees that the organisation’s anti-corruption policies and procedures have been communicated to, broken down by employee category and region.</p> <p>c. Report the total number and percentage of business partners that the organisation’s anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region.</p> <p>d. Report the total number and percentage of governance body members that have received training on anti-corruption, broken down by region.</p> <p>e. Report the total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.</p>	<p>Anti-corruption training continues to be conducted for all procurement personnel, which covered how to identify fraud and corruption and anonymous means of reporting it.</p>	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-SO5	<p>Confirmed incidents of corruption and actions taken</p> <p>a. Report the total number and nature of confirmed incidents of corruption.</p> <p>b. Report the total number of confirmed incidents in which employees were dismissed or disciplined for corruption.</p> <p>c. Report the total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.</p> <p>d. Report public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases.</p>	Information is provided in the table reviewing fraud/ethics-related cases reported Group-wide in the 2016 financial year.	SDR pg 35
Aspect: Public policy			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	Provided in the section responding to our stakeholders interests.	SDR pg 20
G4-SO6	<p>Total value of political contributions by country and recipient/beneficiary</p> <p>a. Report the total monetary value of financial and in-kind political contributions made directly and indirectly by the organisation by country and recipient/beneficiary.</p> <p>b. Report how the monetary value of in-kind contributions was estimated, if applicable.</p>	Implats has a policy not to support or to make any donations to political parties.	
Aspect: Anti-competitive behaviour			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	Provided in the review of promoting ethics and good governance. A “whistleblowing” toll-free helpline is in place to facilitate the confidential reporting of alleged incidents of discrimination that are reported to the chief audit executive and the board chairman.	SDR pg 35

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-S07	<p>Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes</p> <p>a. Report the total number of legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation in which the organisation has been identified as a participant.</p> <p>b. Report the main outcomes of completed legal actions, including any decisions or judgments.</p>	There were no incidences in the current year.	
Aspect: Compliance			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	This aspect is material because of its potential impact on Implants' reputation and licence to operate. All compliance matters are managed through the executive, with a dedicated compliance manager appointed to the Group to measure and report on compliance by the organisation. At a board level compliance is delegated to the audit committee. The roles and responsibilities can be found in the governance section. Executives and line management are responsible and accountable for the implementation of the fraud policy, code of ethics and resultant procedures.	AIR pg 89
G4-S08	<p>Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations</p> <p>a. Report significant fines and non-monetary sanctions in terms of:</p> <ul style="list-style-type: none"> • Total monetary value of significant fines • Total number of non-monetary sanctions • Cases brought through dispute resolution mechanisms <p>b. If the organisation has not identified any non-compliance with laws or regulations, a brief statement of this fact is sufficient.</p> <p>c. Report the context against which significant fines and non-monetary sanctions were incurred.</p> <p>d. Report a summary of judgments made against the organisation in the areas related to health and safety and labour laws.</p>	There were no incidences in the current year.	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Supplier assessment for impacts on society			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	<p>We endeavour to evaluate progress on transformation objectives and the impacts thereof when we negotiate annual increases. The same evaluation is applicable to new suppliers. There were however no assessments in the year under review.</p>	
G4-SO9	<p>Percentage of new suppliers that were screened using criteria for impacts on society</p> <p>a. Report the percentage of new suppliers that were screened using criteria for impacts on society.</p>	<p>See above. There were no assessments in the year under review.</p>	
G4-SO10	<p>Significant actual and potential negative impacts on society in the supply chain and actions taken</p> <p>a. Report the number of suppliers subject to assessments for impacts on society.</p> <p>b. Report the number of suppliers identified as having significant actual and potential negative impacts on society.</p> <p>c. Report the significant actual and potential negative impacts on society identified in the supply chain.</p> <p>d. Report the percentage of suppliers identified as having significant actual and potential negative impacts on society with which improvements were agreed upon as a result of assessment.</p> <p>e. Report the percentage of suppliers identified as having significant actual and potential negative impacts on society with which relationships were terminated as a result of assessment, and why.</p>	<p>During FY15, the procure-to-pay department conducted an assessment on nine suppliers for fronting practices via one of the big four auditing firms. Two of the suppliers were found to have suspicious activities related to fronting. These findings were communicated to the suppliers and they were requested to submit their remedial plans. In FY16, there were no BEE fronting cases.</p>	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Grievance mechanisms for impacts on society			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	A “whistleblowing” toll-free helpline is in place to facilitate the confidential reporting of alleged incidents of discrimination that are reported to the chief audit executive and the board chairman. The nature of cases reported this year is provided in our review on promoting ethics and good governance. We monitor the effectiveness of our management approach through the submission of quarterly performance reports. Material performance issues are considered by the STR committee.	SDR pg 35
G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms a. Report the total number of grievances about impacts on society filed through formal grievance mechanisms during the reporting period. b. Of the identified grievances, report how many were: <ul style="list-style-type: none"> • Addressed during the reporting period • Resolved during the reporting period c. Report the total number of grievances about impacts on society filed prior to the reporting period that were resolved during the reporting period.	We will seek to report this information (if material) once we have embedded our G4 reporting processes.	
PRODUCT RESPONSIBILITY			
Aspect: Customer health and safety			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	Product responsibility is managed through the refining and marketing department. All products are packaged and labelled appropriately and are accompanied by a certificate detailing product content and safety handling. The Group executive responsible conducts quarterly visits to customers to assess issues relating to product quality, delivery and customer satisfaction. Any issues identified are addressed accordingly.	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-PR1	<p>Percentage of significant product and service categories for which health and safety impacts are assessed for improvement</p> <p>a. Report the percentage of significant product and service categories for which health and safety impacts are assessed for improvement.</p>	<p>Implats systematically addresses the safety, health and environmental issues relating to its products at all stages of the value chain with proper hazard identification processes as well as risk mitigation. These issues are addressed during conception, research and development, product certification, manufacturing and production. Implats also ensures that the marketing, promotion, storage, distribution, supply, disposal and use are done in a responsible and safe manner, providing end-users with a certificate of analysis for all its products.</p>	
G4-PR2	<p>Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their lifecycle, by type of outcomes</p> <p>a. Report the total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services within the reporting period, by:</p> <ul style="list-style-type: none"> • Incidents of non-compliance with regulations resulting in a fine or penalty • Incidents of non-compliance with regulations resulting in a warning • Incidents of non-compliance with voluntary codes <p>b. If the organisation has not identified any non-compliance with regulations and voluntary codes, a brief statement of this fact is sufficient.</p>	<p>No incidents of non-compliance with regulations and voluntary codes in the year under review.</p>	
Aspect: Product and service labelling			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management - approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	<p>All products are accompanied by a detailed certificate of analysis. All products sold to customers are further benefited into end products which Implats has no influence over.</p>	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-PR3	<p>Type of product and service information required by the organisation's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements</p> <p>a. Report whether the following product and service information is required by the organisation's procedures for product and service information and labelling (Yes/No):</p> <ul style="list-style-type: none"> • The sourcing of components of the product or service • Content, particularly with regard to substances that might produce an environmental or social impact • Safe use of the product or service • Disposal of the product and environmental/social impacts • Other (explain) <p>b. Report the percentage of significant product or service categories covered by and assessed for compliance with such procedures.</p>	<p>All products are accompanied by a detailed certificate of analysis. All products sold to customers are further benefited into end products which Implants has no influence over.</p>	
G4-PR4	<p>Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes</p> <p>a. Report the total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by:</p> <ul style="list-style-type: none"> • Incidents of non-compliance with regulations resulting in a fine or penalty • Incidents of non-compliance with regulations resulting in a warning • Incidents of non-compliance with voluntary codes <p>b. If the organisation has not identified any non-compliance with regulations and voluntary codes, a brief statement of this fact is sufficient.</p>	<p>There were no incidences reported in the current year.</p>	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-PR5	<p>Results of surveys measuring customer satisfaction</p> <p>a. Report the results or key conclusions of customer satisfaction surveys (based on statistically relevant sample sizes) conducted in the reporting period relating to information about:</p> <ul style="list-style-type: none"> • The organisation as a whole • A major product or service category • Significant locations of operation. 	<ul style="list-style-type: none"> • There were 18 customer complaints received out of 13 035 orders processed during the 2015 survey period, compared to 28 out of 9 886 orders in the 2012 period – a 54% drop in frequency rate. • Customer complaints down 36% in absolute numbers. • Customer queries up 10% in absolute numbers. • Response rate same at 81%, made up of 30% base and 70% precious metals customers. • The number of customers who have been doing business with Impala for more than three years has increased to 97% from 90%. • Results of the survey: <ul style="list-style-type: none"> – Impala brand image has increased to 94.1% from 92.3%. – Impala sales and despatch services offered have marginally increased to 93.6% from 93.5%. – Impala's products satisfaction level has increased to 93% from 90.3%. – Base metals customers overall satisfaction up 5.1% and precious metals customers up 0.3%. – Preference of Impala products against those of competitors has increased to 85.7% from 78%. – Important aspects to customers remain the same, ie quality of products, followed by delivery on time and then properly packaged/documented shipments. – Majority of customers at 92% regard Impala as their long-term business partner. The figure is down from 93.4% due to one ruthenium customer who buys small quantities in relation to their requirements. Excluding them, 94% customers regard Impala as their long-term partner. 	
Aspect: Materials stewardship			
MM11	Programmes and progress relating to materials stewardship.	Implats is involved with government and universities in the research of fuel cells and the use of platinum as part of our beneficiation programmes. Implats has committed R2 million per year over a three-year period towards this work.	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Marketing Communications			
G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	<p>Given the increased focus on mining and the associated risks involved, it has become necessary to communicate on the benefits of mining. As such Implants was involved a lifecycle assessment study conducted by the International Platinum Association (IPA) in 2015 which looks at the impacts and benefits of PGMs. The results of this study are being used to market and educate on the benefits of PGMs.</p>	
G4-PR6	<p>Sale of banned or disputed products</p> <p>a. Report whether the organisation sells products that are:</p> <ul style="list-style-type: none"> • Banned in certain markets • The subject of stakeholder questions or public debate <p>b. Report how the organisation has responded to questions or concerns regarding these products.</p>	<p>Implats does not sell banned or disputed products in any markets.</p>	
G4-PR7	<p>Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes</p> <p>a. Report the total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by:</p> <ul style="list-style-type: none"> • Incidents of non-compliance with regulations resulting in a fine or penalty • Incidents of non-compliance with regulations resulting in a warning • Incidents of non-compliance with voluntary codes <p>b. If the organisation has not identified any non-compliance with regulations and voluntary codes, a brief statement of this fact is sufficient.</p>	<p>Implats does not partake in product marketing or advertising as product sales are managed through standard sale agreements with clients. However, Implants contributes to the Platinum Guild International which is responsible for the promotion and marketing of Platinum Jewellery. We also participated in a product lifecycle assessment through the International Platinum Association, completed in 2015 and aimed at highlighting the benefits of PGMs.</p>	

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
Aspect: Customer privacy			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	All customer information is kept and managed through the refining and market department. All information pertaining to customer orders and requirements are guided by contractual agreements which include a privacy clause.	
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data a. Report the total number of substantiated complaints received concerning breaches of customer privacy, categorised by: <ul style="list-style-type: none"> • Complaints received from outside parties and substantiated by the organisation • Complaints from regulatory bodies b. Report the total number of identified leaks, thefts, or losses of customer data. c. If the organisation has not identified any substantiated complaints, a brief statement of this fact is sufficient.	There were no incidences reported in the current year.	
Aspect: Compliance			
G4-DMA	a. Report why the aspect is material. Report the impacts that make this aspect material. b. Report how the organisation manages the material aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> • The mechanisms for evaluating the effectiveness of the management – approach • The results of the evaluation of the management approach • Any related adjustments to the management approach. 	This aspect is material because of its potential impact on Implats' reputation and licence to operate. All compliance matters are managed through the executive, with a dedicated compliance manager appointed to the Group to measure and report on compliance by the organisation. At a board level compliance is delegated to the audit committee. The roles and responsibilities can be found in the governance section. Executives and line management are responsible and accountable for the implementation of the fraud policy, code of ethics and resultant procedures.	AIR pg 89

GRI G4

G4 indicator	GRI G4 – General standard disclosures	IMPLATS' RESPONSE Cross-reference/direct answer	Report and page reference
G4-PR9	<p>Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services</p> <p>a. Report the total monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.</p> <p>b. If the organisation has not identified any non-compliance with laws or regulations, a brief statement of this fact is sufficient.</p>	<p>There were no incidences reported in the current year.</p>	

KEY	
Blue text	hyperlinks

