

Our people



Geologists at Implats' Impala Rustenburg operations

An inclusive, diverse workforce and a safe working environment in which our people feel engaged and valued is pivotal to achieving our purpose of creating a better future for our stakeholders. **GRI 2-7**

Our alignment with SDGs, UNCGs and material matters

SDG 1

SDG 2

SDG 3

SDG 4

SDG 5

SDG 8

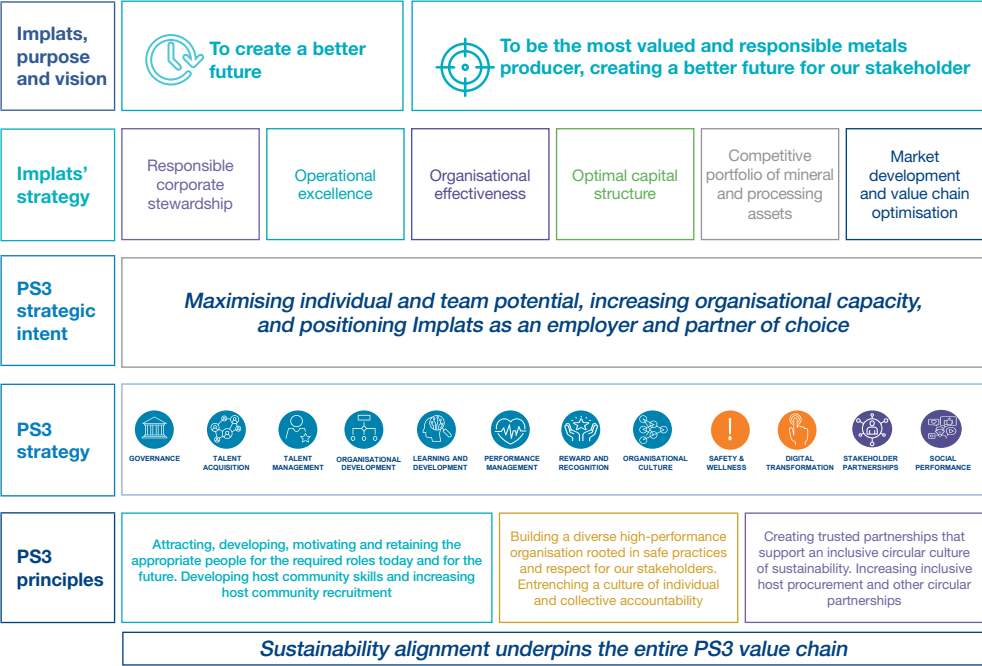
SDG 11

MM1, MM6, MM7, MM8

LABOUR

HUMAN RIGHTS

Last year we presented our five-year (2023-2028) integrated people strategy, incorporating people management (human resources), social performance, sustainability alignment (ESG) and stakeholder engagement (PS3). This PS3 approach encourages and empowers our employees to live our values and to deliver exceptional operational performance. It also ensures the Group exercises due care in fulfilling our social obligations.

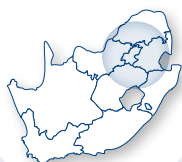


Our people continued

ENGAGED WORKFORCE

Across the Implats Group, we have a workforce of 66 249 people (own employees and contractors) (2023: 60 344), with women comprising 15.0% of our workforce (2023: 13.4%).

South Africa



Impala Platinum Number of employees: 43 872

- 65.7% Own
- 34.2% Contractor
- 87.2% Enrolled male
- 12.8% Enrolled female

Marula

Number of employees: 4 954

- 75.7% Own
- 24.2% Contractor
- 77.0% Enrolled male
- 23.0% Enrolled female

Impala Bafokeng

Number of employees: 11 493

- 54.7% Own
- 45.3% Contractor
- 78.3% Enrolled male
- 21.7% Enrolled female

Zimbabwe



Zimplats Number of employees: 9 021

- 43.2% Own
- 56.8% Contractor
- 89.5% Enrolled male
- 10.5% Enrolled female

Canada



Impala Canada Number of employees: 802

- 92% Own
- 8% Contractor
- 93.3% Enrolled male
- 6.7% Enrolled female

Group number of employees: Approximately 66 000 (including contractors)

- 63.3% Own
- 36.7% Contractor
- 86.6% Enrolled male
- 13.4% Enrolled female
- 15.0% 2025 Female Representation Target
- 1.5% People with disabilities

Our approach to people management is reviewed annually, with oversight from the STR committee, to ensure it responds to the current operating environment and associated business risks. Among others, people management includes elements such as:

- Diversity, equity and inclusion
- Talent attraction, retention and capacity development
- Performance management, reward and recognition
- Employee relations environment
- Employee housing and living conditions
- Safety, health and wellness.

Workforce engagement and dialogue is key to sustaining a high-performance culture. The pressures exerted on our business by depressed PGM basket pricing and poor safety performance made for an extremely challenging year. The uncertainty and complexity associated with head-count reductions, new business integration, and restrictions on recruitment and training programmes necessitated the implementation of risk-based responses to maintain morale and productivity. Our efforts in this regard are detailed in the sections that follow. In 2025 and beyond, we will continue to engage our workforce with respect and care for their mental wellbeing, physical and psychological safety and personal developmental needs.



Section team at Implats' Impala Bafokeng, North Shaft

Our people continued

Operating environment challenge	Associated Group risk	Related material matter	People management response	Further reading
PGM basket price: PGM prices declined during 2023 and 2024. In response, Implats focused on cost containment, actively driving cost saving initiatives, deferring non-critical projects and restructuring the business to unlock optimisation opportunities.	Impact of lower-than-planned PGM basket prices	MM1, MM7	<ul style="list-style-type: none"> Deferred pay increases for management-level employees across South African operations Moratorium on vacant positions at all operations Business restructuring and labour reduction at all operations. 	Page 35
Deterioration in safety: Despite improvements to our LTIFR and FIFR in 2023, the 11 Shaft accident presented a major setback and reinvigorated our approach to safety.	Impact on safety performance due to failure of critical infrastructure or non-achievement of safety requirements	MM6, MM7	<ul style="list-style-type: none"> Retention bonuses approved for Impala Canada employees due to shortened life-of-mine A 10% salary reduction for Zimplats staff Enhanced focus on safety training Improve safety culture and operational discipline Review remuneration policy to incentivise behaviours that lead to an improvement in safety. 	Page 44
Impala Bafokeng integration: Impala Bafokeng (IB) integration project to align the subsidiary to the Implats operating model is nearing completion.	Impala Bafokeng: The ability to successfully execute the business case requirements as at the time of acquisition	MM2, MM7	<ul style="list-style-type: none"> Stabilise employee relations environment Establish a new employee share ownership trust for employees to participate in the operation's success Leverage people-related synergies (talent, experience, housing). 	Page 39
Employee relations environment: Implats is navigating a complex employee relations environment with intra-union rivalry, business restructuring and labour reduction, and upcoming (2025) wage negotiations at Impala Bafokeng and Impala Refineries.	The ability to maintain an optimal and harmonious labour relations environment	MM1, MM2, MM7	<ul style="list-style-type: none"> Engage organised labour on business restructuring Regular business status updates to all employees Initiate engagements for a three-year and five-year wage agreement for Impala Refineries and Impala Bafokeng respectively. 	Page 39
Management capacity: Attracting and retaining core and critical skills	Challenges with skilled management capacity and bench strength	MM7	<ul style="list-style-type: none"> Retention of core and critical skills Continue to strengthen skills pipeline Enhance supervisory skills and competence levels Develop a culture of excellence at all operations. 	Page 36

Our people continued

TALENT ATTRACTION, RETENTION AND DEVELOPMENT

Our long-term success depends on our ability to identify, recruit, develop and retain talent.

Highlights



- Impala was certified a Top Employer for 2024 by the Top Employer Institute, which recognises excellence in people practices
- Integrated some 11 500 colleagues from Impala Bafokeng into the Group
- Zimplats was awarded the Best Mining Company in Zimbabwe by Buy Zimbabwe, for creating jobs, generating wealth and stirring national pride
- Implats paid R26.8 billion in employee wages and benefits (2023: R22.5 billion)
- No forced retrenchments at our South African operations.

Lowlights/challenges



- Labour restructuring at Group operations negatively impacting employee turnover rates
- Adjustments to employee remuneration as part of cost-saving initiatives.

Performance against key indicators












- **8.9% total employee turnover*** rate (2023: 7.7%) **against a Group target of 7.5%**
- **13.3% turnover rate for employees in critical skills** category** (2023: N/A, first year of disclosure) **against a Group target of 13.2%.**

Our intention is to find and retain the right people with the right experience, skills and capabilities by offering competitive remuneration and career development opportunities. Our talent

management efforts ensure our employees remain future-fit and develop their full potential. This is an integral part of our succession planning and capacity building. All relevant Group-wide policies and procedures relating to fair recruitment and people management are in place, and these, together with our practices, ensure Implats is an equitable and transparent employer. Information about the Group's employee value proposition and career paths are available on our website www.implats.co.za.

Our range of benefits

	Equitable pay
	Equal growth opportunities
	Ongoing training and development
	Health and parental benefits
	Education assistance
	Home ownership assistance
	Strict anti-harassment policies
	Comprehensive retirement, disability and death benefits
	Coaching and mentorship

Workforce reduction and restructuring

Low PGM prices, together with persistent inflationary pressures and continuing global macroeconomic uncertainty, continued to pose a serious challenge to the financial sustainability of our business. We implemented several cost curtailment and cash preservation

measures over the year, including deferring management salary increases at South African operations, revising business planning parameters for all our operations, and other measures to optimise operational efficiencies and resources management. Unfortunately, these measures were insufficient given the prolonged low price environment, and Implats initiated consultations on workforce reductions and operational restructuring, including at the corporate head office, in line with the applicable labour law. As at year-end, these measures have led to a 20% reduction in employees at Impala Canada. Zimplats successfully concluded voluntary and involuntary separation measures that affected 67 employees.

To further minimise involuntary separations at Zimplats, the entire workforce – from the board and executive to the lowest level – have taken a 10% salary cut.

In South Africa, the workforce reduction and restructuring process in line with section 189 of the Labour Relations Act (s189) is expected to impact around 3 900 jobs, representing a 9% reduction in labour across our Impala Rustenburg, Impala Bafokeng and Marula operations, as well as the head office. This restructuring is necessary to ensure each business unit can sustainably and profitably contribute through the PGM cycle, securing the long-term viability of our business. The Group has offered generous voluntary separation packages (VSPs) to employees. The VSPs comprise the following:

- Two weeks' pay for every completed year of service
- One-month notice pay
- A minimum guaranteed package of three months for employees whose VSP was less than three months
- Forgiveness of all study loans
- Portable skills training.

The s189 process was closed subsequent to year-end. There were no forced separations at South African operations.

Talent attraction and retention

The Group restructuring had a material impact on our employee engagements and terminations in 2024. Total employee turnover for the year, defined as the number of permanent employee terminations as a percentage of total permanent employees, was 8.8% (2023: 7.2%) for our southern African operations and 8.9% (2023: 7.7%) for the Group. We continue to strive for a total Group employee turnover of below 7.5% per annum. The demographics of employees engaged and those that exited the business are available on [page 91](#).

* Employee turnover rate is defined as the number of permanent employee terminations as a percentage of total permanent employees.

** Turnover rate of employees in core production and technical roles, including miners, mine overseers, mine managers, shift supervisors and engineering personnel. The turnover rate for employees in critical skills category is a key performance indicator in the Group's short-term incentive scheme.

Our people continued

Due to increased competition for mining and engineering skills, the labour turnover in some of our core and critical positions has exceeded 20% and the time taken to replace these skills has increased, a situation that negatively impacts our operational performance. To mitigate this risk, in 2023 we introduced a 'retention of critical skills' key performance indicator with a 10% weighting in our executive short-term incentive scheme – see our remuneration report available on our website [www.implats.co.za](#). In 2024, our turnover of employees with core and critical skills was 13.2% against a target of 13.3%.

Talent development

At a time of organisational change and disruption, we recognise the imperative to develop our workforce capacity to deliver on our strategy. Talent councils, coaching and mentoring processes are in place across the Group, which aid in succession planning and talent mapping. Our internal leadership pipeline has been developed from the ground up and is supported through bursary schemes, learnership programmes, graduate programmes, supervisory and other leadership development initiatives.

Our training initiatives

Business sustainability depends on having an appropriately qualified and skilled workforce

- Adult education and training (AET) provides a conceptual foundation to encourage lifelong learning and development
- Artisan and non-artisan training is available through learnerships and skills programmes at dedicated centres
- Cadet training programmes develop critical mining skills among the youth within our local communities. The cadets also receive financial life skills and basic business skills training
- Coaching and mentoring is offered to all employees across different occupational levels
- Internal graduate development programmes are offered for graduate interns and experiential learners with preference given to local communities
- Leadership and supervisory training are available
- Portable skills training is given to employees who have been earmarked for retrenchment, are permanently incapacitated or are due to retire. The programme aims to provide them with the necessary skills to seek other employment or to become self-employed
- We offer bursaries for tertiary education to employees and our community members.

South Africa			
Skills development spend	Number of training staff	Average hours of training per employee	Average hours of training per contractor
R921 million	379	21	23
Zimbabwe			
Skills development spend	Number of training staff	Average hours of training per employee	Average hours of training per contractor
R38.9 million (US\$2.1 million)	17	16	8
Canada			
Skills development spend	Number of training staff	Average hours of training per employee	Average hours of training per contractor
R10.3 million (C\$748 000)	2	36	0

Talent management process

A structured and continuous performance appraisal cycle aims to foster employee growth and enhance organisational effectiveness. The process encompasses the following key stages:

- Goal setting: At the beginning of the fiscal year, employees set performance goals aligned with the Company's strategic objectives. Clear, measurable targets are established to drive performance
- Mid-year review: To ensure progress and alignment with goals, employees conduct mid-year reviews with their line managers. These discussions serve as checkpoints to assess performance

- Final performance review: At the end of the fiscal year, employees undergo a final performance review. Managers evaluate individual performance against set goals and provide feedback.

Performance reviews for executive level to junior management employees are conducted quarterly to identify employee development plans and create opportunities for mutually agreed career paths and succession planning. The performance evaluations are also linked to reward. Details of the Group's short-term incentive scheme and executive compensation are included in the remuneration report [www.implats.co.za](#).

Our people continued

DIVERSITY, EQUITY AND INCLUSION

Our goal is for all employees to feel included, regardless of gender, sexual orientation, age, race, ethnicity, religion or disability. We actively promote a workplace that is supportive, fair, adaptable and welcoming to all.

Highlights



- Introduced a diversity, equity and inclusion measure in the executive long-term incentive scheme, related to women representation in management levels
- Continued strong performance in terms of diversity, equity and inclusion performance measures
- Achieved our target to have 29% women representation in management by 2026.

Lowlights/challenges



- As at year-end, seven women exited the Group through voluntary severance agreements.

Performance against key indicators



- **15.0% female representation in workforce (2023: 13.4%) against a Group target of 15.0% women representation in the workforce by 2025**
- **29.0% female representation in management (2023: 27.6%) against a Group target of 29.0% female representation in management by 2026**
- **54.0% female representation on the board (2023: 54.0%) against a Group target of at least 50.0% female representation on the board by 2023**
- **77.0% historically disadvantaged South Africans (HDSAs) on the board (2023: 77.0%) against a Group target of at least 60% HDSAs on the board**
- **Achieved compliance against legislated diversity targets (race and gender) achieved in South Africa (2023: compliant).**

We are firmly committed to creating meaningful transformation through various programmes related to employment equity, diversity, inclusion and development. Our diversity and inclusion policy outlines our expectations and we also actively develop leaders who value the diversity and unique contribution of every employee. **GRI 405-1**

Gender diversity and mainstreaming

The main focus is addressing all areas where women are under-represented and to close gender gaps in retaining, hiring, promotion and pay.

Transformation steering committees and gender equality and women-in-mining forums at operations are functional and play a critical role in developing, implementing and monitoring action plans for the advancement of women. The Implats Group also supports industry initiatives in our operating jurisdictions aimed at promoting gender equality in mining and has taken leadership roles in several task team projects.

Our focus remains on attracting, retaining and developing women in mining, with an emphasis on areas where they are under-represented. Women representation in management, defined as women in middle and senior management (excluding Exco) is a business imperative and has been included as a key performance indicator in our executive long-term incentive scheme, with an overall 6% weighting. Our target for 29% women representation in management by 2026, was achieved this year.

Our gender commitments

- Remove all forms of direct and indirect discrimination practices and implement gender equity measures
- Develop, implement and monitor strategies to assist the advancement of women
- Accelerate the recruitment, development and promotion of women in occupations and categories where they are under-represented
- Identify and remove employment barriers to accommodate members of designated groups
- Design and implement skills development and supportive human resources programmes to empower women
- Promote transparency in employment decisions.

Employee value proposition for women

Implats aspires to be a clear employer of choice for women in the mining industry. We use a range of mechanisms to communicate our value proposition and to target current and prospective female employees. Our employee value proposition for women is available on our website [www.Implats.co.za](#).

Our people continued

Women-in-mining

Women-in-mining forums work to improve work conditions for women in and around our operations and address issues related to women's health and hygiene. In 2023, Marula's women-in-mining forum hosted a health screening day and mental wellness day and handed over 15 mobile underground toilets designed for women. The toilets use minimal water, enable efficient waste disposal and provide hygienic, safe and environmentally friendly facilities for our female employees.

Zimplats' women-in-mining forum established clean rooms to allow new mothers, who have returned from maternity leave, to express and store breast milk in a sanitary environment while at work. New mothers are also given the opportunity to work on surface or leave the workplace early to tend to their newborns.

Impala Rustenburg medical services undertook to bring antenatal care in-house to the Impala Rustenburg hospital eliminating the need for women to take a day off and travel long distances to access these services. The mine hospital now has a selection of specialist gynaecologists and midwife trained nurses on staff and employees and their dependants are able to access services without significant disruption to their work and life. The operation has also established an on-site baby clinic which allows mothers with newborns to conveniently access scheduled check-ups and vaccinations.

Maternity leave entitlement

Risk occupations: **GRI 403-1** The maternity leave entitlement for employees in risk occupations, and for whom alternative risk-free employment cannot be found, was increased from four months to five months of paid maternity leave in line with employees who work in risk occupations, but where alternative risk-free employment is found.

Non-risk occupations: Surface and services employees who are not working in risk occupations qualify for four months of paid maternity leave.

In South Africa, 327 women took maternity leave in 2024 (2023: 360), with 3% leaving the Group at the end of their maternity leave (2023: 1%). In Zimbabwe and Canada, all the women currently on maternity leave are expected to return to work at the end of their leave period (2023: 100%).

Workforce diversity beyond gender

In South Africa, our operations continue to implement our five-year employment equity (EE) plan (2020 to 2024), with senior managers having annual EE targets for their departments as KPIs in their performance management process. At year-end, our South Africa operations had 898 or 75% HDPs in management positions (2023: 607 or 71%), a 47% increase in headcount year-on-year largely due to the maiden inclusion of Impala Bafokeng.

- The diversity profile of our workforce in South Africa, as per the South African Department of Employment and Labour guidelines, is detailed on [page 86](#) in the Appendix
- The age profile of people who have joined or left the Group is provided on [page 91](#)
- The place or community of origin of our employees in Zimbabwe and Canada (approximately 12% of Impala Canada's workforce identify as indigenous) is included on [page 90](#).

We continue to advance interventions to recognise our LGBTQIA2S+ (lesbian, gay, bisexual, transgender, questioning, intersex, asexual, two-spirit, and more) colleagues. Impala Canada has an established LGBTQIA2S+ committee to ensure employee rights in a safe workplace. The workforce restructuring at the operation has negatively impacted the frequency of the committee's meetings.

Our diversity champion

At Impala Canada's Lac des Iles (LDI) mine, Monika Jorgenson is a shining example of how diversity contributes to our collective strength. Monika is a metallurgist with Impala Canada, an advocate for the LGBTQIA2S+ community and a member of the mine rescue team. Monika is a trailblazer who has won the top technician award at Impala Canada from 2022 to 2024. "Many people at work know I'm queer and those who also identify as LGBTQIA2S+ come to me because they see me as someone safe to talk to."

We continue to advance interventions to recognise our LGBTQIA2S+ colleagues at other operations. At Impala Bafokeng, the Company's leave forms did not include options besides maternity or paternity leave. Parental leave options for adoptive and same-sex parents have since been revised, in compliance with the Labour Laws Amendment Act 10 of 2018. In 2025, we will continue to integrate inclusive topics into training programmes.



Equal pay for work of equal value

Our remuneration philosophy does not apply race or gender in determining pay levels. We employ third-party actuaries to conduct periodic reviews of our remuneration framework, applying the Equal Pay for Work of Equal Value regulations. We remediate any unjustified discrepancies that are found. As part of their annual workplan, the STR committee oversees our commitment to equal pay for work of equal value on behalf of the board.

Respect and care

The Implats Group recognises that harassment, bullying and victimisation in the workplace is an impediment to inclusivity and can have a detrimental impact on the mental and physical wellbeing of employees. In 2023, we reported on our comprehensive review of our harassment, bullying and victimisation (HBV) policy. In 2024, extensive training on the revised policy was carried out by an independent third party. To ensure managers and supervisors are equipped to effectively and sensitively handle and report HBV complaints, we have developed an electronic managers toolkit, which includes information on sexual harassment, and online bullying through texts or social media.

Our people continued

EMPLOYEE RELATIONS GRI 2-30

Our human rights and fair pay policies recognise freedom of association and our employees' right to fair, ethical treatment and to a living wage and remuneration that is commensurate with their job, job level and contribution within the organisational structure.

Highlights



- Maintained a largely stable and cordial employee relations environment at operations, despite significant safety and financial headwinds
- Established a new employee share ownership trust at Impala Bafokeng as part of the Group's R9 billion empowerment transaction to increase broad-based black economic empowerment (B-BBEE) in the South African PGM sector.

Lowlights/challenges



- Illegal strike action at Impala Bafokeng.

Performance against key indicators



- **Three labour-related strike incidents (protected and unprotected)**
- **Wage agreements at Zimplats, Impala Bafokeng, Impala Canada and Impala Refineries expire in the 2024 calendar year.**

Our employees have a right to freedom of association and can join a trade union and engage in collective bargaining. Through engagements with our employees, contractors and their representative unions, we ensure that our workforce is treated with respect, care and is empowered to raise concerns through direct communication with the Group's supervisory leadership, as well as through the established engagement structures relating to labour relations. GRI 407-1

Our inclusive employee relations model

Policies →		Procedure →		Systems →		Agreements →		Legislation	
Wages →	Cultural identity →	Conditions of employment →	Labour relations alignment →	Contractor model →	Communication →	Leadership development			
↓ Belonging ↓									
Employee relations stability			Industrial peace			Sustainable partnerships: Contractor and stakeholders			

We work with recognised trade unions to effectively manage our labour relations and strive to strengthen meaningful and constructive communication with union leadership.

Employees currently covered by a collective bargaining agreement

South Africa	Canada	Zimbabwe
Employees 84% at Impala Rustenburg, Impala Refineries and Marula (2023: 88%), Employees 87% at Impala Bafokeng	Employees 70% (2023: 69%)	Employees 21% (2023: 23%)
Recognised unions: Association of Mineworkers and Construction Union (AMCU), National Union of Mine Workers (NUM), United Association of South Africa (UASA)	Recognised unions: United Steel Workers Local 9422	Recognised unions: Associated Mine Workers Union of Zimbabwe, the National Mine Workers Union of Zimbabwe and Zim Advanced
Wage agreement expiry date:		
<ul style="list-style-type: none"> ◦ Impala Rustenburg – June 2027 ◦ Impala Refineries – June 2024 ◦ Impala Bafokeng – June 2025 ◦ Marula – June 2027. 	Impala Canada – September 2024	Zimplats – December 2024

Engaging our people

Our employee relations engagements during the year focused on safety, especially at Impala Rustenburg following the 11 Shaft accident, and on the Group's business restructuring in response to persistent low PGM pricing environment. Management and employee representatives worked together to develop action plans to reaffirm the Group's commitment to zero harm and to establish consultative structures, in line with labour law, to communicate the business restructuring objectives to the broader workforce, identify cost saving initiatives to minimise job losses and help maintain a stable and productive environment during the restructuring.

Although the labour relations environment was generally stable throughout the Group, several challenges were experienced at our South African operations. All issues were resolved peacefully with no injuries to employees or damage to equipment.

Our people continued

Issue	Impact	Mitigation
Insourcing contractors at Impala Bafokeng: Given the prevailing socio-economic pressures and market conditions, contractors at Impala Bafokeng embarked on an illegal strike in June 2024, demanding to be made permanent employees to gain greater job security and wider participation in the operation's new employee share ownership trust (ESOT).	<ul style="list-style-type: none"> Illegal strike at the operation's BRPM North Shaft impacted production activities for about five days The illegal strike caused attendance levels among contractors to drop from 70% to 60%. 	<ul style="list-style-type: none"> Management obtained an interdict, which declared the strike illegal Increased engagements with contractor representative bodies Consequence management.
Uncertainty over payment of employee share ownership programme (ESOP) dividends from the year prior to Impala Bafokeng operations integrating into the Implats Group: Employees embarked on an illegal three-day underground sit-in in December 2023 and a five-day illegal work stoppage in January 2024.	<ul style="list-style-type: none"> Minimal disruptions to production (festive period). 	<ul style="list-style-type: none"> Employees were assured that ESOP commitments would be honoured Increased engagement and communications on the business impacts of low PGM prices Consequence management.
Non-payment of dividends to employee share ownership trust (ESOT) at Marula: The prevailing low PGM prices impacted profitability at our Marula operations. As a result, in October 2023, management did not declare a dividend.	<ul style="list-style-type: none"> Operations were impacted for one day as management engaged with disgruntled employees. 	<ul style="list-style-type: none"> Increased engagement and communications on the business impacts of low PGM prices Consequence management.

Strengthening relationships

To build on the stable employee relations environment at Impala Rustenburg, management and newly appointed labour representatives took time out of their normal work duties to participate in a two-day relationship building exercise. The exercise, facilitated by a third party, resulted in the establishment of terms of reference and rules of engagements to enable constructive engagement during periods of conflict.

Notable upcoming engagements include:

- Continued engagements, in line with labour law, on potential job losses as a result of the Group restructuring
- Continued engagements on the new Impala Bafokeng ESOT
- Continued engagements on security policy and bonus parameters at Impala Refineries
- Continued engagements on employee housing and living conditions
- Upcoming wage negotiations at Zimplats, Impala Bafokeng and Impala Refineries.

Sharing success with our people

Implats' operations have established employee share ownership trusts (ESOTs), through which employees participate in the success of the operation in the form of dividends. In 2024, as part of the integration of Impala Bafokeng into the broader Implats Group, employees elected to implement an Impala Bafokeng ESOT on similar terms to the existing Impala ESOT. The Impala Bafokeng ESOT has been established and will subscribe for an indirect 4% equity interest in Impala Bafokeng. The ESOT is open to all eligible permanent employees of Impala Bafokeng who are employed for the duration of any dividend period, and volume contractors who are rendering services at Impala Bafokeng. The amount payable to each ESOT beneficiary in any dividend period will be based on the aggregate amount available for distribution, the number of employees entitled to participate, and the period during which an employee is a qualifying beneficiary.

Impala ESOT dividend payment

Despite the challenging operating environment, in September 2023 the Impala ESOT distributed a total dividend of R168.2 million to beneficiaries. On average, beneficiaries received R5 735 per employee. Ahead of payment, management and union representatives at Impala Rustenburg held meetings with employees to discuss the low PGM price environment and its negative impacts on the size of the dividend, as well as employees' tax-related expectations following the dividend payment.

Our people continued

ACCOMMODATION AND LIVING CONDITIONS

Thousands of employees have benefited from our housing strategy, which provides decent accommodation and wealth-creation opportunities through home ownership. We share our experience and learnings with industry peers to help improve accommodation and living conditions for all mineworkers.

Highlights



- Invested R192 million in employee housing and improved living conditions in South Africa (2023: R224 million)
- Invested R23 million on housing development projects in Turf Town (2023: R88 million) in Zimbabwe.

Lowlights/challenges



- Financial uncertainty related to restructuring at various operations has potential to negatively impact demand for and access to decent housing.

Performance against key indicators



- **Target proportion employees in decent accommodation:** 100%
- **Proportion employees in decent accommodation in 2024:** Impala Rustenburg 96%; Impala Refineries 98%; Marula 99%; Impala Bafokeng 99%; Zimplats 100%; Impala Canada: 100%.

We continue to facilitate sustainable human settlements and ensure access to decent accommodation for employees through our housing strategy and the supporting policies and standards. At executive level, our South African operations have a dedicated Group property manager whose primary role is to manage the Group's extensive property portfolio and address current and future employee housing needs. Housing forums comprising management and organised labour are also in place at all operations to assist employees access housing and to proactively identify potential risks and opportunities. At board level, the Group STR board committee oversees employee housing and living conditions. Our housing projects are designed to minimise environmental impacts, all houses are equipped with solar geysers, we plant trees at all our developments and supply boreholes to alleviate water stress on municipal sources. Our goal is to have 100% of our employees living in decent accommodation (a brick and mortar structure with electricity, running water and a flush toilet). Our housing offering includes:

- Renting Company houses
- Renting single-accommodation at residences
- Renting family units created from converted hostels on the mine lease area
- Home ownership initiative where:
 - The employee has the opportunity to purchase a home in our integrated housing developments at cost, with the assistance of an interest-free loan from the Company ranging between 20% and 30% of house value over a 20-year period
 - The employee may purchase the Company house which he/she occupies on a rent-to-buy basis
- Private home ownership within commuting distance from place of work – the employee receiving a home ownership allowance
- Renting privately – employees receive a living-out allowance benefit to enable them to access decent accommodation for themselves.

Since the accommodation strategy was implemented in 2008, the Group has spent more than R5 billion on decent housing and improving living conditions for our employees. In South Africa, Implats has built and sold more than 4 200 houses to employees, including existing Company houses.



A house at Impala Rustenburg's flagship Platinum Village housing scheme. Our employees are encouraged to access decent housing through our long-established home ownership initiatives

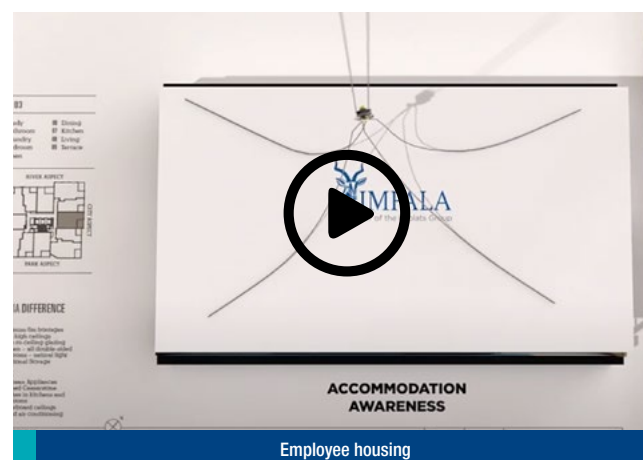
Our people continued

Noteworthy developments in employee housing and living conditions

In South Africa, we have fulfilled the housing obligations relating to the social and labour plan (SLP) and the Mining Charter, with full cooperation from employees and union structures. Our home ownership projects are progressing well and are creating well-balanced communities with amenities. The incorporation of Impala Bafokeng into the Implats Group has opened opportunities for employees at Impala Bafokeng and Impala Rustenburg to potentially access housing at both operations and for the operations to leverage expertise and land assets to deliver more housing. The current financial environment has had a slight negative impact on the demand for houses. However, there has not been an increase in defaults on existing home loans.

Management has focused its efforts on:

- Engaging employees to participate in the current home ownership scheme
- Encouraging employees to use their living-out allowance to acquire decent housing
- Reintroduction of housing scheme benefits to our Impala Refineries-based employees
- Financial education for employees with impaired credit records to help them access home loans for decent accommodation
- Targeted messaging and joint initiatives with organised labour to encourage the small proportion of employees still in informal housing to access decent accommodation.



Employee housing

Impala Rustenburg

Demand for housing at Impala Rustenburg's flagship Platinum Village housing scheme remains strong with 228 houses built in 2023 (2022: 215 houses built). The fourth and final phase of Platinum Village is earmarked for calendar year 2024 and will see the construction of 500 housing units by December 2024, bringing the total houses built since inception to over 2 000 houses. In line with current practices, approximately 90% of the housing development will be sold to employees with the remaining 10% sold on the open market. A memorandum of understanding has been signed with government, which will see a police station and other government offices built within the housing precinct and bring essential services closer to our people.

Impala Bafokeng

The operation's Waterkloof Hill Estate development has 1 575 houses. Impala Bafokeng, in partnership with the Department of Basic Education, entered into an agreement to build two schools (a primary and a secondary school) in the estate. These schools opened in January 2022. The project made it possible for employees to own property and live in a prime area, with all the required infrastructure and access to amenities befitting modern estate living. There were no new housing units constructed in 2024.

Marula

Marula employees mostly live in decent accommodation on serviced ancestral land adjacent to the operation. Marula also provides various housing options to employees, including rental accommodation and home ownership. On site, the operation has 101 newly renovated single-accommodation units. Its home ownership scheme has 150 free-standing housing units located in a nearby town.

Zimplats

Zimplats has on-site Company accommodation to temporarily house shift workers. The operation also funds the construction of housing units, which are leased to employees on a rent-to-buy basis as part of a home ownership scheme, and provides serviced housing stands where employees can opt to build houses using their own funds. Under both home ownership approaches, employee ownership of the house or housing stand takes place after the employee has served Zimplats for a minimum of 10 years after allocation. Currently, the operation

has approximately 3 120 Company and home ownership scheme houses. Business expansion activities at Zimplats will lead to housing deficits over the next five years. The operation is evaluating several projects near its operations.

Impala Canada

Impala Canada employees mostly work on a two-week rotational basis. Under normal operating conditions, the site averages 350 employees and contractors, who live in Company-provided accommodation (camp accommodation). The operation does not supply housing for employees outside of the mine site.

Industry benchmarking

Impala Canada participated in an industry survey, facilitated by Partners in Performance, which surveyed eight fly-in, fly-out (FIFO) sites on topics such as compensation, benefits and camp life. The survey determined that Impala Canada's recreational facilities are better than the average among FIFO sites. It includes outdoor activities, including kayaking, hiking and biking, which are differentiators. It was noted that Impala Canada provides good camp food options, including 24/7 services, themed nights, and food options for alternative diets. While other mining sites can provide bunk rooms with individual/private washrooms, considering the operation's life-of-mine and the costs associated with such an upgrade, Impala Canada's focus will remain on providing quality services, and not on substantive infrastructure upgrades.



Impala Bafokeng Waterkloof Hill Estate

Safety, health and wellbeing



Abby machine at Impala Rustenburg's Occupational Health Centre performs comprehensive, non-invasive health checks related to vital signs and body composition

The safety, health and wellbeing of our workforce is central to our design of work practices. Our vision is to achieve zero harm by minimising risk exposure and fostering an operational culture where psychological safety is paramount.

We are committed to:

- Eliminate fatalities in line with our zero-harm objective
- obtain ISO 45001 certification (occupational health and safety management system) at all our managed operations
- operate within the 2024 industry health milestones
- Promote mental health and wellness.

Our safety, health and wellbeing strategies aim to foster an operational culture that will help us achieve our vision of zero harm. We have Group and site-specific health, safety and wellbeing policies, procedures and standards to keep our workforce safe. The Group executive: safety and operational risk and Group head: health and medical services along with the executives who lead the operations and their management teams, develop operational strategies, policies, codes of practice and procedures to support of the overall Group strategy.

Quarterly, management reports on the implementation, performance and effectiveness of our safety, health and wellbeing strategies are presented to the HSE board committee, including the progress made on mine-host community initiatives.

We support the industry safety, health and wellbeing initiatives led by the Mine Health and Safety Council and the Minerals Council of South Africa and those led by the corresponding industry bodies in Zimbabwe and Canada. Implats' representation on the different committees forms part of developing the leading mining industry safety, health and wellbeing practices in our operating jurisdictions. The Group's health, safety and wellbeing policies are available on our website [here](#).



Our journey to zero harm

Safety, health and wellbeing continued

PEOPLE SAFETY

Eliminating fatalities and life-changing injuries, and improving the safety of our employees are core values that we are determined to realise.

Highlights



- Group safety summits were held to re-align our safety focus on preventing all workplace injuries. An eight-point tactical plan developed from the summits is already yielding positive results in terms of safety performance
- 15 operations out of 20 achieved safety millionaire status by recording at least one million fatality-free shifts in the financial year.

Lowlights/challenges



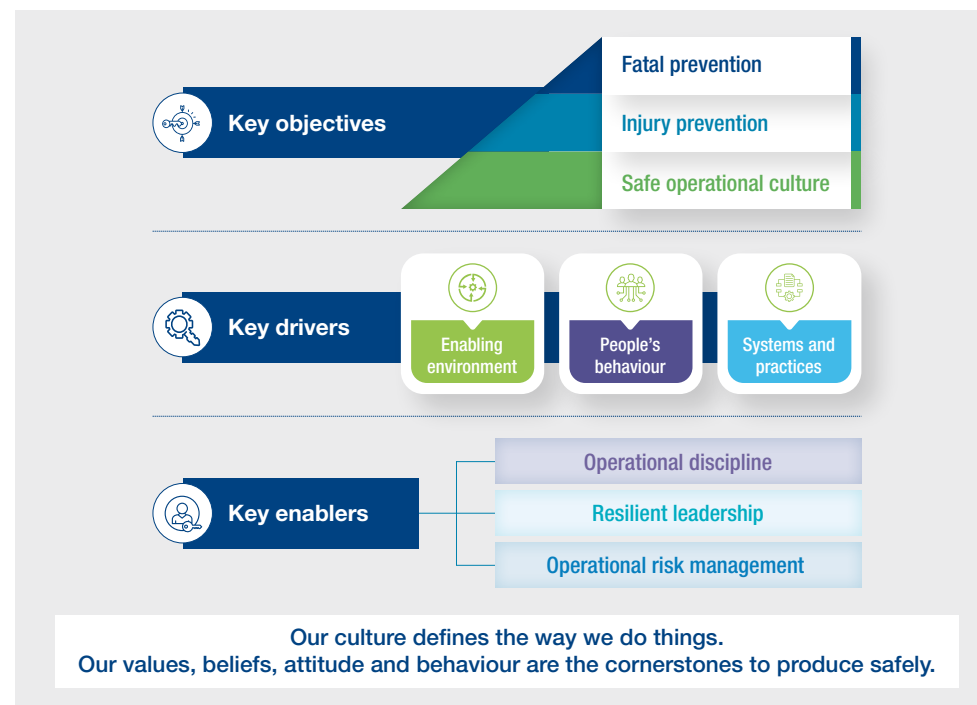
- 19 fatal injuries recorded at managed operations in 2024, 13 of which were due to the 11 Shaft accident (2023: five fatal incidents)
- Due to the magnitude of the 11 Shaft tragedy, most Group safety metrics deteriorated significantly in the reporting period.

Performance against key indicators



Number of fatal injuries 2024: 19 (2023: 5) 2024 tolerance: 0	Fatal-injury frequency rate 2024: 0.127 (2023: 0.040)	Number of lost-time injuries 2024: 582 (2023: 493)	Lost-time injury frequency rate 2024: 3.89 (2023: 3.92) 2024 tolerance: 3.7
Number of reportable injuries 2024: 519 (2023: 388)	Reportable-injury frequency rate 2024: 3.47 (2023: 3.08)	Number of medical treatment cases 2024: 661 (2023: 671)	Medical treatment case frequency rate 2024: 4.42 (2023: 5.33)
Total injuries recorded 2024: 1 243 (2023: 1 161)	Total injury frequency rate 2024: 8.29 (2023: 9.25)	Days lost due to at work injury 2024: 6 607 (2023: 4 109)	Dangerous occurrences (excluding fatalities) 2024: 32 (2023: 29)

The HSE board committee approved the Implats safety and operational risk strategy in 2018, after which it was implemented across all operations. Its primary goal is to eliminate all incidents and ensure continuous improvement on the Group's safety and risk-maturity journey. Periodic reviews of the strategy are informed by the root-cause analyses outcomes related to fatal and non-fatal incidents, including lost-time injuries, minor injuries and near-misses. **GRI 403-1**



Safety performance

The 11 Shaft personnel conveyance accident on 27 November 2023 marked the darkest day in the history of Implats' safety journey. The winding mechanisms used to operate personnel conveyance systems at Impala – and the safety protocols involved in arresting falls in such systems – are the same as those used in other mining operations in South Africa and globally. As such, key learnings from this tragic accident will be shared once all investigations have been concluded in order to improve conveyance safety systems and potentially ensure a repeat accident is prevented elsewhere.

Safety, health and wellbeing continued

In 2024, the Group's safety performance was dominated by the tragic 11 Shaft accident at Impala Rustenburg, in which 13 employees lost their lives and 73 employees sustained injuries of varying severity, several of whom are still receiving ongoing rehabilitation, care and support from the Company (see [page 49](#)). We honour the memories of the 13 employees who lost their lives: Mr Khayaletu Joel Bhekamane, Mr Vuyane Dangazele, Mr Mcingeni Dlabone, Mr Mncedisi Hukwana, Mr Eric Fanisile Libada, Mr Morena Mohlomi, Mr Petrus Nare, Mr Mandisi Nkulwana, Mr Zwelethu Nomsuka, Mr Raselebedi Elias Ntoi, Mr Siyabulela Nzume, Mr Lethola Qebe and Mr Marumo Shasha.

It is with deep regret we report that an additional six employees lost their lives in unrelated incidents at our managed operations, bringing the Group's recorded fatalities to 19 in the financial year.

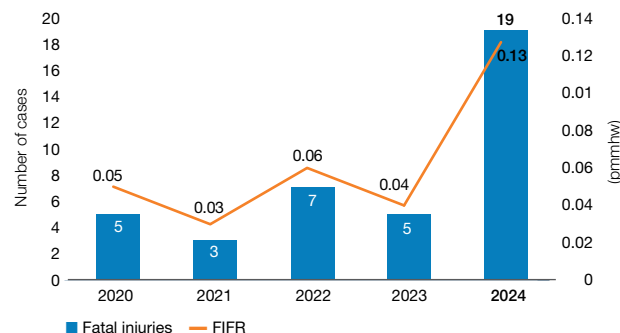
- On 25 August 2023, Mr Caiphus Magowa lost his life in a winch-related incident at Marula
- On 11 September 2023, Mr Michael Labuschagne suffered fatal injuries following a fall-of-ground incident at Impala Bafokeng's Styldrift Mine
- On 18 October 2023, Mr Koketso Malephepha was fatally injured in a scraper incident at Impala Rustenburg's 12 Shaft
- On 14 March 2024, Mr Kamogelo Nkwane was fatally injured in a fall-of-ground incident at Impala Rustenburg's 10 Shaft
- On 23 April 2024, Mr Rapula Moagi was fatally injured in a conveyor belt incident at Impala Rustenburg's 12 Shaft
- On 22 June 2024, Ms Ruvimbo Hatihugare was fatally injured following a underground tram incident at Zimplats' Mupfuti Mine.

The Implats board of directors and the management teams extended their heartfelt condolences to the families of our late colleagues. May their souls rest in peace. The families of the deceased are receiving emotional and financial support through the Group's 'We Care' programme.

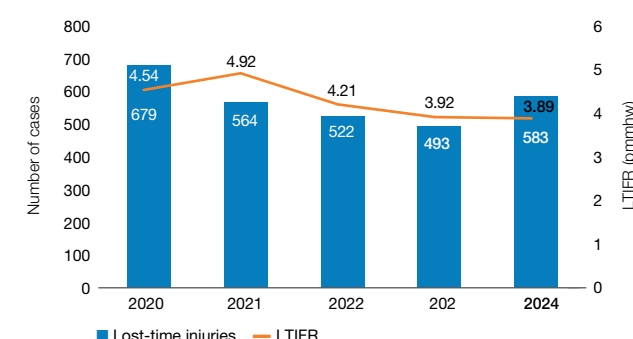
As a result of these tragic events, many of the Group's overall safety metrics deteriorated significantly:

- The fatal-injury frequency rate worsened to 0.127 per million hours worked (2023: 0.040)
- The lost-time injury frequency rate (LTIFR) improved by 0.8% to 3.89 per million hours worked (2023: 3.92)
- The Group recorded a total injury frequency rate (TIFR) of 8.29 per million hours worked, a 10.4% improvement from the prior financial year (2023: 9.25).

Fatal injuries

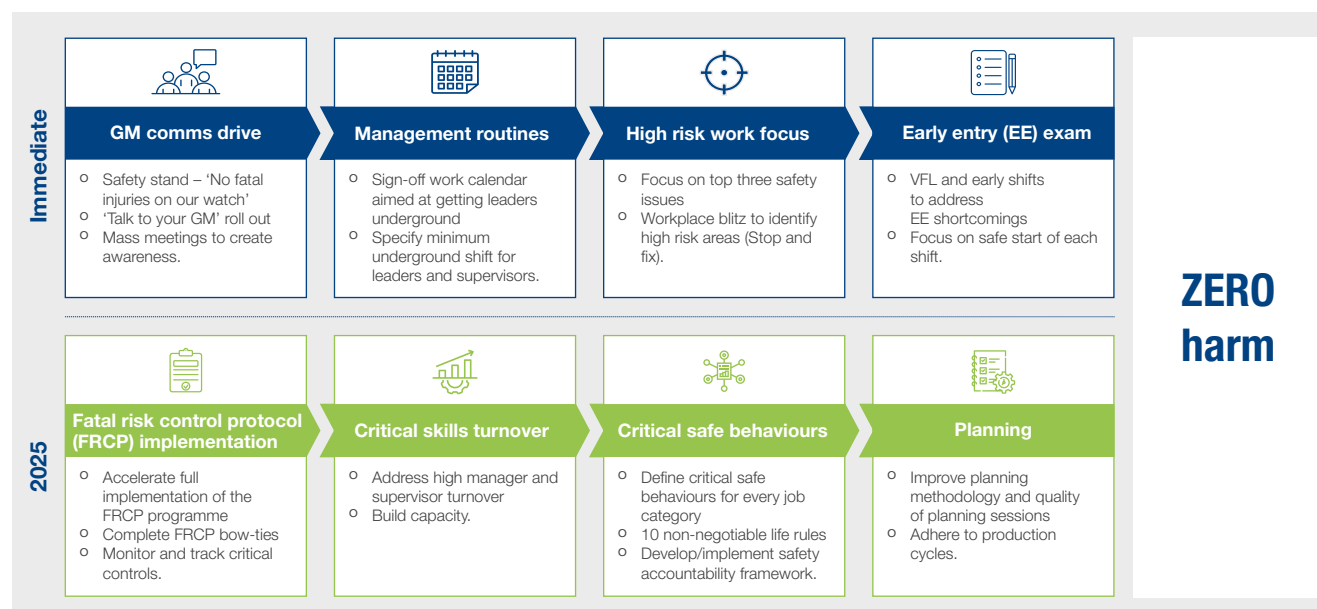


Lost-time injuries and lost-time injury frequency rate






Resetting our focus on preventing workplace injuries and fatal injuries

In November 2023 and again in May 2024, Implats convened a Group-wide safety summit, facilitated by independent third parties, to develop a tactical plan for a positive step change in our safety performance, especially at the Impala Rustenburg operation. While the Group's safety and operational risk strategy compares favourably with other leading miners and addresses all relevant key safety enablers, an eight-step tactical plan was developed to ensure that fatal risk prevention is embedded in the operating culture at sites. Steps one to four were implemented at all sites and are already yielding positive results, with the Group recording a 20% reduction in LTIs in Q4 2024 compared to the same period in 2023 and two 'white flag' days where there were zero injuries recorded at all of our sites. Steps five to eight will be fully implemented during 2025.



Safety, health and wellbeing continued

Other safety initiatives, summarised below, are in varying stages of implementation to support the safety and operational risk strategy. They demonstrate a proactive approach to enhancing safety, compliance to rules and operational efficiency across Implats, and set the foundation for safety excellence.

Safety and operational risk strategy driver		Initiative			
 Enabling environment	 People's behaviour	<p>Psychological safety campaign: We are establishing a psychological safety awareness campaign to encourage employees to speak up when they deem work to be unsafe and to ensure they are empowered to 'stop', 'fix' and 'continue to work' safely.</p>			
		<p>Safe behaviour and culture surveys: Periodic culture surveys are conducted and the outcomes used to design training interventions, which are key to improving safety performance across all business units.</p> <p>Visible felt leadership (VFL) assessments: Forms part of Implats' 'lead by example' programme and is incorporated into management's key performance parameters. VFL is performed in operational work areas to assess whether employees are performing tasks safely and in line with approved practices and procedures. The teams conduct at least one VFL assessment per week.</p> <p>High potential incidents (HPIs) programme (an HPI is a safety incident that could have, under slightly different circumstances, resulted in a fatality or multiple fatalities): Ensures all HPIs are thoroughly and consistently investigated and learnings shared across the Group by executives and senior management. Each operation has a weekly HPI meeting. Group HPI meetings are held monthly.</p> <p>Safety management systems: The implementation of ISO 45001 at Impala Rustenburg, the only Group-managed operation with a life-of-mine greater than five years not currently certified, will be accelerated. Impala Canada, with its shortened life-of-mine (up to four years) will no longer pursue certification.</p> <p>Implement an optical character recognition (OCR) tool and compliance dashboard: To enable fast and efficient data capture at sites and enhance compliance monitoring, support proactive risk management and enable on-time decision making an OCR system is being rolled out at Impala Rustenburg and Marula. Implementation of the system at Impala Bafokeng and Impala Refineries is planned for 2025.</p> <p>Contractor management policy: Effective contractor management is a strategic priority. A baseline and Group-wide study and gap analysis on contractor management was completed. A contractor management policy is being developed and will be implemented in 2025.</p> <p>Innovation and technology: Modernising mines and removing people from harm are key to ensuring sustainable and positive safety journey towards zero harm. We are pursuing horizon 1 and 2 initiatives in our current business planning to 2029.</p>			
 Systems and practices	SAFE PRODUCTION	Themes	Horizon 1: 1 – 2 years 'deployable'	Horizon 2: 3 – 4 years 'Near future adoption'	Horizon 3: 5 – 6 years 'Future aspirations'
		Zero harm	Mine modernisation <ul style="list-style-type: none"> ◦ Scrapper winch advancements ◦ CCTV cameras ◦ Surveillance technology. 	Connected worker <ul style="list-style-type: none"> ◦ Scrapper winch PDS ◦ Mine health tracker ◦ Wearable technology. 	Remove people from harm <ul style="list-style-type: none"> ◦ Remote scrapper winch ◦ Remote charging ◦ Predictive health and wellness.
		Productivity	Connected mine – Incremental change <ul style="list-style-type: none"> ◦ Digital twinning ◦ Collision avoidance ◦ Hydro drilling ◦ IT/OT governance. 	Big data analytics – Step change <ul style="list-style-type: none"> ◦ Asset tracking ◦ Advanced process control ◦ Predictive maintenance ◦ Field sensors. 	Artificial intelligent – Automated operations <ul style="list-style-type: none"> ◦ Robotics ◦ Autonomous equipment ◦ Biochain technology ◦ Integrated operations centre.

Safety, health and wellbeing continued

To sustain the positive momentum from the Group safety summits, Implats has set aggressive tolerances for safety performance, linked to executive remuneration and operational bonuses. In 2025, the Group will target a 10% improvement in LTIFR on normalised three-year (2022 to 2024) average. From 2026 to 2029, the target is a 10% year-on-year improvement in LTIFR. In addition, the safety fatality modifier in the executive short-term incentive scheme will be revised to encourage leadership to drive safe behaviours and eliminate fatal injuries – see our remuneration report for further details [here](#).



Implats management and underground crews standing hand-in-hand after a VFL audit, demonstrating our unwavering commitment to the identification, assessment, and mitigation of potential safety risks to prevent incidents

Embedding the zero harm agenda at Zimplats through VFL

The VFL process is helping Zimplats enhance and deliver on its zero-harm safety culture. VFL emphasises the importance of leaders being visible, approachable, and actively engaged with their teams, listening and supporting teams to find solutions through open, meaningful and robust dialogues.



VFL engagements at Zimplats follow a continual process involving planning, engagement, feedback and follow ups. The uniqueness of the operation's VFL process lies in the cultural inclination of its leaders (Sekuru/Tete) conducting VFLs. In the African culture, the Sekuru (uncle) and Tete (aunt) serve as role models, confidantes, advisors and source of guidance for family members. At Zimplats, the Sekuru and Tete concept was adopted to reinforce the VFL process with leaders assigned to areas where they have no technical expertise, or they are not directly in charge of. This initiative has created a platform for effective engagement and more open discussions. By adopting an enhanced VFL process, Zimplats has embedded the zero-harm agenda, broken down barriers between management and employees, boosted employee engagement and motivation, enhanced communication and collaboration – winning hearts and minds, fostered a culture of trust and transparency and improved accountability and ownership.

Safety, health and wellbeing continued

PEOPLE HEALTH AND WELLBEING

To support the Group's purpose of creating a better future, we aim to ensure employee health is maintained and that no ill-health occurs because of any workplace exposure.

Highlights



- Established a mental health and wellness policy to promote wellbeing and manage mental health concerns
- Employees injured in the 11 Shaft accident continue to make good progress in their recovery, with some back in the workplace
- Continued progress towards eliminating noise-induced hearing loss at our operations
- Partnered with local health officials to combat communicable diseases such as tuberculosis, HIV/Aids and cholera in our operating jurisdictions.

Lowlights/challenges



- The sector is unlikely to meet the South African mining industry's December 2024 target for eliminating noise-induced hearing loss (NIHL) due to a delay in phasing out equipment with noise in excess of 107dB and the suspension or reduction of hearing screening programmes during the Covid-19 pandemic
- Significant number of employees at our operations are at risk of developing lifestyle-related illnesses. The Group is implementing interventions and expanding its screening to efficiently and effectively address the risk.

Performance against key indicators



- New cases of NIHL (compensated cases): 83** (2023: 92)
- Pulmonary TB incidence rate of 161 per 100 000** (2023: 212 per 100 000), **less than the South Africa national incidence rate of 468 per 100 000**
- 25 291 employees or 38% of workforce** (2023: 14 716 or 24% of workforce) **undergoing voluntary counselling and testing for HIV**
- >95%** (2023: 95%) **HIV-positive employees on a management/ARV programme against a target of >95% HIV-positive employees on a management/ARV programme**
- >95%** (2023: >95%) **HIV suppression rate for employees on ARVs against a target HIV suppression rate for employees on ARVs of >95%**
- Six HIV/Aids deaths in service** (2023: four) **against a tolerance of zero HIV/Aids deaths in service.**

The Group aims to improve the health and wellbeing of our people and to eradicate occupationally acquired ill-health by ensuring that occupational health risks are identified and mitigated and that any occupational health issues are detected early and treated effectively. **GRI 102-11**

A rigorous quality assurance programme ensures our health facilities consistently meet and exceed benchmarks through continuous monitoring, evaluation and improvement processes.

The responsibility for good non-occupational health is shared with our employees, and Implats provides excellent healthcare interventions, screenings and access to quality and affordable treatments. These services are also available to the dependants of our employees and are delivered through the Group's hospitals and medical facilities, the community clinics we support as well as through a range of medical aid and insurance options.

Implats recognises that mental health and wellness is as important as physical health. Poor mental health and wellness can have adverse effects on quality of life, productivity and behaviour, and extend to high employee turnover, increased absenteeism, elevated safety and work-related accidents and instances of violence, harassment and substance abuse. Our robust mental health and wellness programmes are available to our employees and dependants.

In addition, we recognise the importance of both physical and mental wellbeing of maintaining a good work-life balance, and offer facilities and organised clubs for popular sporting codes such as football, netball, running, cycling and fishing, where like-minded individuals can socialise and compete.

Our health and awareness strategy for occupational and non-occupational health risks has three main pillars:

Wellness	Education	Treatment
<ul style="list-style-type: none"> Annual medical screenings Early detection of ill-health Employee assistance programmes Immune boosting and nutritional supplements Wellness programmes, including mental wellness. 	<ul style="list-style-type: none"> Annual medical screenings Early detection of ill-health Employee assistance programmes Immune boosting and nutritional supplements Wellness programmes, including mental wellness. 	<ul style="list-style-type: none"> Access to affordable healthcare Alignment with government's chronic illness treatment programmes ART treatment programmes Community healthcare Outbreak responses Clinics, hospitals and specialist service providers.
GRI 403-3	GRI 403-4	

Safety, health and wellbeing continued

Health and wellbeing update on our people injured in the 11 Shaft accident

The 73 employees injured in the 11 Shaft accident continue to receive the appropriate treatment in line with our values to respect and care. We conduct frequent home visits to ensure they are receiving the best medical treatment on offer and mental health support, especially post-traumatic stress and other counselling. Due to the severe nature of their injuries, six of the employees involved in the accident had an amputation performed. These employees are on prostheses and, where necessary, the Group renovated their homes to improve their temporary accessibility and mobility needs, including widening doors, installing ramps and handrails and rebuilding bathrooms. No employee involved in the accident is permanently wheelchair bound.

To prepare them to return to work, Implats hosted a workshop involving, among others, management, organised labour and government. The workshop offered much-needed motivation to our injured employees, assuring them of their futures at Implats and offering tools to help them understand their state of fitness as well as the Company's disability benefit entitlements. A medical assessment conducted in June 2024 indicated that 34 of our injured employees are unlikely to return to employment in their original positions. The process to identify the required reskilling for these employees is at an advanced stage. Seven employees completed their medical treatment and successfully passed their functional work assessment evaluations. The remaining employees are continuing with their rehabilitation programmes. We look forward to welcoming all employees back to work.

Our key health risk factors

We conduct mandatory occupational and non-occupational health fitness assessments for all employees, featuring comprehensive medical evaluations, specific investigations, and tailored assessments such as rehabilitation and functional assessment (RFA) and, for those in heat-intensive environments, heat tolerance screening (HTS). These measures aim to uncover, diagnose and address health conditions at the earliest possible juncture and ensure employees are at their best in pursuit of Implats' performance targets.

Key health risk factors		
Non-communicable		
Occupational	NIHL ❌ Silicosis ✅ Diesel particulate matter (DPM) and lung disease ✅	Diabetes ↔ Hypertension ↔ Cardiovascular diseases ↔
	Communicable	
	Tuberculosis (TB) ✅	Cholera ↔ Malaria ✅ HIV/Aids ↔
	Non-occupational	

Key

✖ High risk	↔ Medium risk	✔ Low risk
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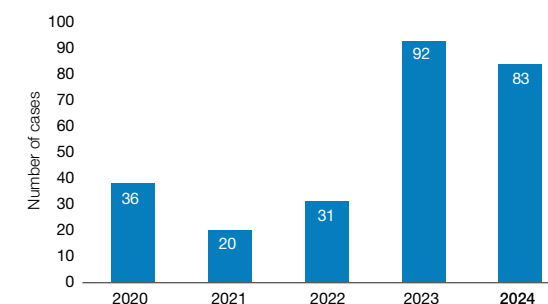
Occupational non-communicable diseases Noise-induced hearing loss and silicosis

Noise-induced hearing loss (NIHL) is defined as an impairment of hearing, resulting from exposure to excessive noise, that manifests over several years and results in bilateral and symmetrical hearing impairment. In our ongoing pursuit to safeguard our employees against NIHL we intensified our retraining programmes focused on hearing protection and improved our equipment standards by introducing custom-fitted hearing protection gear. Recognising the importance of consistent and effective use of such equipment, we initiated the development of a comprehensive dashboard to meticulously monitor the routine maintenance of noise clippers. This tool is also designed to track their distribution, particularly during the onboarding process, to ensure no employee who requires protection is overlooked.

We use all recorded cases of NIHL as learning opportunities and are actively honing our preventive approaches. Our teams specialising in occupational hygiene, health and safety undertake thorough reviews of each reported incident to extract actionable insights to fortify current practices. Among these is the formulation of a standard operating procedure (SOP) for noise clippers, emphasising their crucial role in medical surveillance and the overarching safety landscape rather than perceiving them merely as a standard piece of personal protective equipment (PPE). This SOP will ensure seamless integration of noise clipper maintenance and include mandatory re-training on their use for all employees returning from leave. These enhancements are essential steps in our commitment to elevating employee health and workplace safety standards.

Noise-induced hearing loss

(Assessed and compensated by third party)



Safety, health and wellbeing continued

The South African mining industry's health milestone target, to eliminate equipment that emits noise in excess of 107dB by December 2024, is unlikely to be met due to industry-wide delays brought about by capital constraints and technical challenges. Implats adopted the industry-wide buy and maintain quiet initiative (IBMQL), which has seen the Group partner with the Minerals Council South Africa and other industry stakeholders to trial hydropower rock drills and second-generation rock drill mufflers. Our efforts towards the milestones are summarised below.

	Occupations exposed to noise greater than 107dB	Equipment contributing to noise exposure greater than 107dB	Risk mitigation measures
Impala Rustenburg	Rock drill operators	Rock drill	Phasing in second generation rock drill mufflers, issue custom moulded HPD
Impala Bafokeng	Rock drill/diamond drill operators, scraper winch operators, pecker operators, truck operators	Rock drill, dump trucks	Phasing in second generation rock drill mufflers and measuring rock drill noise post repair, issue custom moulded HPD
Marula	Rock drill operators	Premfit rocket rock drill	Phasing out prefit rocket drills, implementing second generation mufflers, issue custom moulded HPD
Zimplats	Drill rig, boiler, dump truck and load haul dumper (LHD) operators, team leaders, boilermakers, conveyer attendants and processing plant operators	Face rigs, boilers, dump trucks, LHDs, crushers, blowers, mills, grinders and granulation	Maintenance, autonomous dump trucks, employee rotation, considering IBMQL for procurement and maintenance, issue custom moulded HPD
Impala Canada	Stoppers and jackleg drillers	Jackleg drilling	Baseline, annual hearing tests, issue custom moulded HPD on request, mandatory double protection (earmuffs) for drillers
Impala Refineries	Engineering and process operators and contractors	Building fans, pumps, non-routine activities (grinding, welding, cutting)	Administrative measures, replacement of silencers, maintenance, noise zoning, induction training, issue hearing protection with suitable noise reduction rating (NRR)

Silicosis

There were no new cases of silicosis in the period (2023: 0). We do not consider silicosis a significant risk given the low silica content in PGM-bearing ore, but we remain committed to rigorous health screening protocols to identify early stages of silicosis, especially for new hires hailing from the gold mining industry.

In 2025, we will continue our vigilant oversight of known silicosis patients to prevent the co-occurrence of pulmonary tuberculosis (PTB). This is achieved by providing TB prophylaxis to silicosis patients.

Through targeted medical examinations and by using advanced radiology, we detect potential cases of silicosis and implement necessary interventions at the outset. Implats has developed a streamlined electronic submission processes to the Medical Bureau of Occupational Disease (MBOD) for silicosis-related compensation, reducing our dependence on external parties and expediting compensation claims.

Diesel particulate matter and lung disease

Managing diesel particulate matter (DPM) and its potential carcinogenic effects on the respiratory system is an occupational health imperative. To mitigate exposure to DPMs we use low sulphur diesel fuels and are integrating new generation engines, specifically designed to produce fewer emissions, into our vehicle and machinery fleets. Ventilation systems are continuously monitored to ensure clean air is provided at our operations, diluting any DPMs present. Regular medical check-ups, lung function tests and other relevant diagnostic assessments are conducted to detect early signs of respiratory issues. These precautionary surveillance measures enable us to respond swiftly and deploy appropriate healthcare interventions, if necessary.

Safety, health and wellbeing continued

Occupational communicable diseases

Managing TB

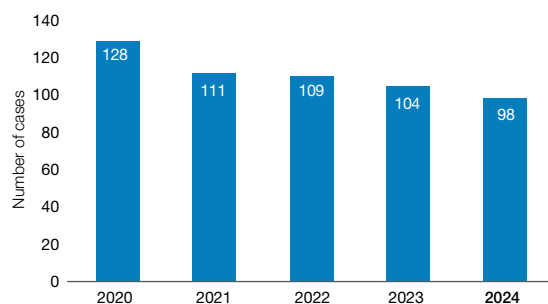
Implats achieved a significant health strategy milestone by successfully reducing the incidence of tuberculosis (TB) among our workforce to a rate of 161 per 100 000 – less than half the national incidence rate in South Africa of 468 per 100 000. This triumph is a testament to the targeted TB control measures and sustained commitment to the wellbeing of our employees.

In line with the 2030 SDGs Goal 3, which aims to ensure healthy lives and promote wellbeing for all, and the World Health Organization's (WHO's) End TB Strategy, our goal is to further reduce TB incidence by 20% year-on-year.

Our strategic actions to achieve our new goal include:

- Strengthening TB diagnostic and treatment services, ensuring accessibility to all employees and enhancing health-seeking behaviours through community engagement and education
- Continuing investment to improve employee working and living conditions as a preventive measure against TB
- Implementing surveillance and monitoring systems to identify and treat TB at its earliest stages, thus minimising its spread
- Providing comprehensive support and care to employees affected by TB, their colleagues and families, including mental health and psychosocial support
- Committing to robust partnerships with local health departments, NGOs and other mining companies, to unify efforts against TB.

New TB cases



No extreme-drug-resistant (XDR) TB cases were diagnosed or are currently being treated.

TB and HIV community screening project

Working with civil society organisations and local health officials to improve community health outcomes.

During World TB Day in March 2023, the South African mining industry committed to embark upon projects to address TB and HIV/Aids infections. TB and HIV/Aids are both highly transmissible diseases affecting mine employees and mine host communities throughout South Africa.

Implats, in partnership with Tapologo, a local non-government organisation (NGO) and non-profit organisation (NPO), embarked on a TB and HIV screening project in three of Impala Rustenburg's largest host communities (Luka, Freedom Park and Phokeng).



Geo-mapping of households in Freedom Park included in TB and HIV screening

Implats funded the training of 24 unemployed youth from the communities to practice as community-based healthcare givers. The youth visited over 10 000 households over a six-month period offering the following services:

- screening for TB and testing those that met the criteria
- voluntary counselling and testing for HIV
- referring community members, where appropriate, to the regional department of health (RDoH) for further healthcare.

The screening project showed that the incidence of TB in the mining communities, 200 cases per 100 000 people is significantly lower than the national average of 468 cases per 100 000 reported by South Africa's national department of health (NDoH) in 2021. This is testament to the TB prevention and control initiatives at our operations and community clinics. The World Health Organization classifies incidence rates above 200 cases per 100 000 as 'epidemic levels' and is working with government and the private sector to reduce infections in the country below this threshold. Worryingly, the project also showed cases of persons with known HIV infections who are not on any treatment, or persons who have defaulted on TB treatment. These were referred to the RDoH for further intervention.

Implats is funding the training of a further 30 home-based caregivers who will graduate in July 2024. The caregivers will expand the TB and HIV screening project to include Impala Bafokeng communities. The project will commence in August 2024 for a 12-month duration. The service offered will also be expanded to include basic primary healthcare screening for conditions such as hypertension, diabetes and mental health disorders.

The outcomes of the project will be shared with the RDoH and will serve as a model for improved primary healthcare services in the region.

Safety, health and wellbeing continued

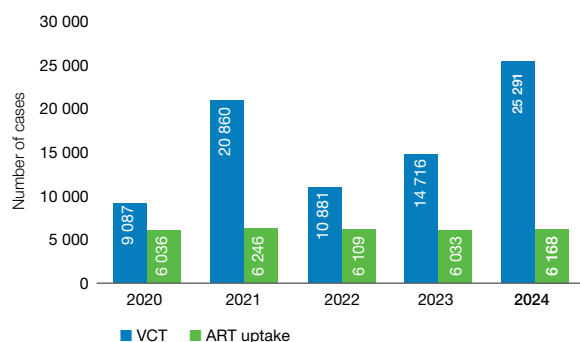
Non-occupational communicable diseases

HIV/Aids

Last year, we introduced our aspirational 95/95/95 goal, which challenged us to have 95% of all employees with HIV knowing their HIV status, 95% of all employees diagnosed as having HIV receiving sustained antiretroviral therapy (ART), and 95% of all employees receiving ART achieving viral suppression. This approach is aligned with the Joint United Nations Programme on HIV/Aids (UNAIDS) strategies to address the matured HIV/Aids epidemic that threatens our employees and their communities in southern Africa. We continue working with health officials on HIV awareness campaigns, testing and ART uptake.

To encourage adherence to ART, which ensures treatment efficacy we introduced a single-dose ART pill regime to improve HIV management and measurably improve productivity and quality of life.

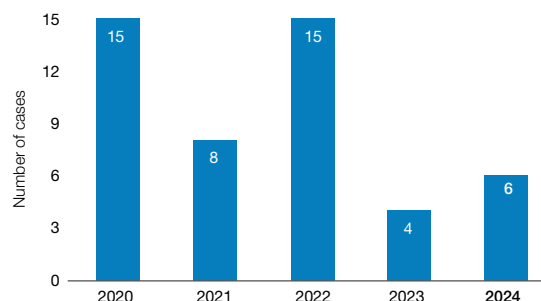
Voluntary counselling and testing (VCT) uptake



Our VCT efforts during the year led to an uptick in awareness and a greater willingness among employees to proactively understand and manage their HIV status with 25 291 (2023: 14 716) employees undergoing VCT. The Group also sustained greater than 95% (2023: >95%) adherence rates to ART programmes. In the period, we received 610 disability medical

incapacitation applications for HIV-related disorders, compared to 620 in 2023. These are employees who present a CD4 count less than 200 cells/mm and a viral load greater than a log value of 2. These employees have a severely compromised immune system and their condition may lead to severe illness. They immediately start optimised ART treatment until they are able to return to work. Most regrettably, six patients passed away in-service (2023: four) from known and diagnosed HIV-related illnesses. Our commitment remains to eliminate all HIV/Aids deaths in service by 2025.

HIV/Aids deaths in service



Malaria

No malaria cases were recorded among employees in 2024 (2023: two), largely due to the malaria awareness and prevention campaigns, which were intensively promoted leading into and during the summer holiday and the Easter period. These campaigns focus on educating our workforce about prevention measures and early detection and have proven highly effective. Our health services team remains vigilant and continues to employ proactive strategies to ensure this achievement is not only sustained but that we also build on these low incidence rates. Vigilance in monitoring, coupled with our preventative measures, will remain a priority to help safeguard employees' health against malaria.

Cholera

It is noteworthy that Implats did not record a single case of cholera. According to the World Health Organization, the cholera outbreak in southern Africa in 2024 was fuelled

by extreme weather events such as protracted droughts, multiple cyclones, heavy rainfall and major floods, which impacted access to safe drinking water and sanitation. Our health services maintained a high level of vigilance and worked closely with government health services to prioritise awareness in our communities and workforce. Heightened preparedness protocols, to swiftly and effectively respond in the event of further outbreaks, remain in place. These measures are crucial to proactively safeguarding the health and safety of our workforce and communities and to ensure operational continuity.

Mpox

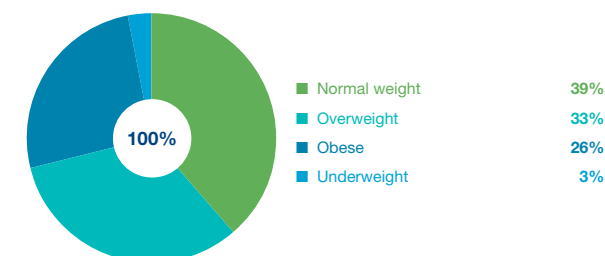
We acknowledge the World Health Organization's (WHO) recent classification of the Mpox virus, which is surging across several African countries, as a 'public health emergency of international concern.' This action will help mobilise global and regional public health resources to better monitor and respond to the threats posed. We have not recorded any cases of Mpox at our operations and continue to monitor this emerging situation. In 2025, we will work with local health officials to educate our employees and our communities about the disease and take the necessary steps to prevent its spread.

Non-occupational non-communicable diseases

Lifestyle diseases

There is a rising prevalence of lifestyle diseases among our workforce. The results of a health survey at our Impala Rustenburg operation underlined the risks associated with lifestyle diseases, showing worrying levels of obesity among our employees and the associated prevalence of hypertension and diabetes.

BMI



Safety, health and wellbeing continued

These conditions place the Group at risk on multiple fronts, including:

- Reduced productivity: Health conditions potentially lower energy levels, disrupt concentration and induce fatigue, negatively impacting productivity and work efficiency
- Increased absenteeism: Frequent medical visits and potential acute or chronic health events may result in greater absenteeism as employees seek ongoing medical care
- Higher healthcare costs: Chronic health issues necessitate sustained medical intervention, elevating the healthcare costs for the Company
- Disability and compensation claims: An escalation in health-related disability claims may further compound compensation costs and affect insurance rates
- Workplace safety concerns: Given the nature of certain jobs, health issues such as high blood pressure could increase workplace accidents
- Decreased employee morale: Persistent health issues among employees can erode morale and job satisfaction, detrimentally influencing the workplace atmosphere and culture
- Non-compliance with health and safety procedures: Elevated health issues among our workforce could signify a breach of workplace health and safety standards expected by law
- Reputational risk: The overall health status of employees may reflect on our commitment to employee wellness, potentially impacting our reputation.

To address these issues, the Group has broadened the scope of screening on offer to employees to include cholesterol screening. Targeted interventions have been designed for high-risk individuals, including diet and exercise programmes and the Group promotes its sports clubs to encourage a culture of healthier choices. We are also exploring rewards for healthy living through our Impala Medical Plan (IMP), a registered medical scheme that provides private care to employees and their dependants through Group-owned and operated facilities at Impala Rustenburg, Marula and Impala Refineries, and which is available to those employees who want to use these facilities. The IMP currently has more than 29 276 members (2023: 28 900) comprising employees and their dependants. At our Zimbabwean operations, Zimplats has an internal medical scheme for employees and their nominated dependants.

Mental health

The introduction of our mental health policy was marked by significant positive outcomes, demonstrating the value of prioritising mental wellbeing. The importance of mental health provisions was underscored in the aftermath of the 11 Shaft accident, which necessitated a substantial increase in mental health support for our employees. Those directly affected – the bereaved, the injured, and colleagues of the deceased – required extensive support, encompassing counselling and therapy to navigate the trauma and loss they experienced. Further, we observed a noticeable surge in anxiety across the entirety of our operations after the accident, with employees expressing heightened apprehension about using personnel conveyances.

Our mental health services utilisation rate of 14% at our South African operations is higher than the industry benchmark of 9%. We will continue to destigmatise mental health and promote mental wellbeing.

The pervasive impact of the accident extended beyond our immediate workforce with family members expressing fear for their loved ones working in our operations. In response to these widespread needs, we expanded our mental health services to accommodate all employees and their families, proactively offering additional resources where necessary to provide comprehensive support. As part of our continuing commitment to mental health, regular services have been maintained, with utilisation rates remaining above industry benchmarks at the South African operations. This strong engagement with our mental health resources reflects the need for the service and affirms the effectiveness of our policy and the value we place on creating a resilient and supportive work environment for all employees. In 2025, the Group will continue to raise awareness about our mental health programmes, destigmatise mental health, and emphasise financial counselling in light of the ongoing workforce restructuring.



Implats' operations provide employees the opportunity to join various sports clubs that compete at the local, regional and national level. David Mothibe is an elite runner and member of the Impala Rustenburg running club

Sustaining livelihoods during and beyond mining



Health staff share a lighter moment with a new mother in the fully furnished maternity ward constructed by Zimplats at Gweshe Clinic

The positive social and economic contributions we make in the communities in which we operate are aimed at creating thriving, self-sustaining and inclusive mine communities.

Our vision is to enable sustainable livelihoods in our mine communities during and beyond mining. The objective of the Group's mine community social performance framework is to create measurable and positive impacts across four key focus areas: community wellbeing, education and skills development, enterprise and supplier development (ESD) and inclusive procurement, and resilient infrastructure development, with job creation a central, cross-cutting theme. **GRI 413**

Vision	Sustainable livelihoods in mine communities during and beyond mining		
Intent	To create self-sustaining and inclusive mine communities		
Key focus areas	Uplift mine host communities and aim to deliver socio-economic benefits through the following initiatives:		
	Community health and wellbeing	Education and skills	Enterprise development and inclusive procurement
Overarching outcomes	Support resilient and enabling infrastructure		
	Create and/or maintain local employment in our value chain and beyond		
	Continue improving community relations		
SDG alignment			

WE ARE COMMITTED TO:

Community wellbeing	Education and skills development	Inclusive procurement and enterprise and supplier development	Infrastructure
<ul style="list-style-type: none"> Partner to achieve food security in our mine communities Drive access to effective health and wellbeing programmes for our mine communities. 	<ul style="list-style-type: none"> Drive access to quality education for our community learners Ensure our tertiary and vocational education projects deliver relevant skills for the future. 	<ul style="list-style-type: none"> Prioritise procurement from local and host communities and indigenous enterprises Support the development of resilient small and medium enterprises in our value chain and beyond. 	<ul style="list-style-type: none"> Partner to ensure mine community households have affordable access to digital connectivity Deliver and upgrade infrastructure to achieve our wellbeing, educational and inclusive growth goals.

Sustaining livelihoods during and beyond mining continued

Sharing our success with our communities

Our communities share in our success through dividend payments and by benefiting from our compliance and beyond compliance initiatives. All operations have established community engagement structures and grievance protocols are in place. Working with our communities and social partners, we co-create solutions to socio-economic challenges.

The recently concluded B-BBEE transaction at Impala and Impala Bafokeng will give the mine communities served by both operations a 4% ownership in the entities through a community share ownership trust (CSOT). Dividends paid to the CSOT will fund community projects identified by community elected trustees, in addition to the projects earmarked for implementation by Impala and Impala Bafokeng to create a sustainable community beyond mining.

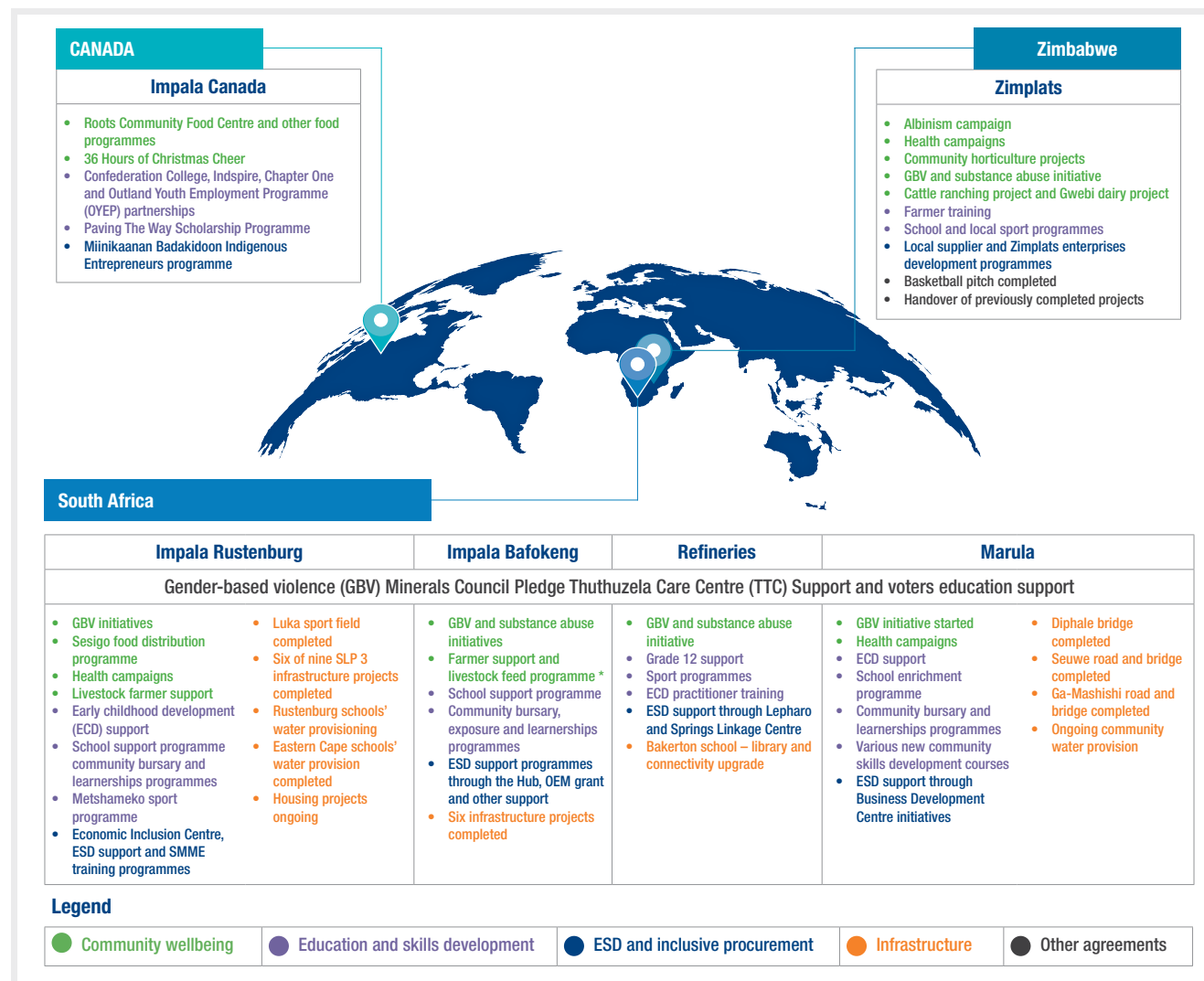
At Marula, dividends from the Marula Community Trust (MCT) and Marula's community chrome enterprise, Makgomo Chrome, continue to fund initiatives beyond those in the operation's SLPs, providing water to communities, educational support to schools and much-needed maintenance to community infrastructure.

Zimplats' Empowerment Plan was approved by the Zimbabwean government in 2022, after which Zimplats issued equity in its empowerment companies to a CSOT. The empowerment companies will ensure that communities realise tangible benefits in the form of dividends and capital appreciation.

At Impala Canada, we have community benefit agreements in place with indigenous communities local to the operation, which clearly articulate our commitments on consultation protocols, social interventions such as employment and training, business opportunities, financial consideration and environmental stewardship.

KEY 2024 PROJECTS DELIVERED

Key projects delivered across our operating geographies and focus areas are summarised below:



Sustaining livelihoods during and beyond mining continued

Spend summary

The challenging metals price environment has negatively impacted PGM producers globally. In response, and to safeguard the long-term sustainability of the business, the Group prioritised its social performance deliverables to focus on initiatives that meet our compliance obligations and deliver maximum impact, while also addressing the most pressing needs in our operating regions. For example, access to water for drinking and irrigation and food provision were key social performance deliverables in Zimbabwe following the El Nino-induced drought, which devastated the communities around the operation. In South Africa, we delivered key infrastructure projects, such as bridges and roads, which were aimed at increasing communities' resilience to extreme weather events associated with climate change. In Canada, we continued to grow our food security programme and support the existing partnerships in education and skills development which have proven impactful in communities.

This section of the report highlights selected projects per focus area of our mine community social performance framework – mine community wellbeing, mine community education and skills development, their linked infrastructure projects, and inclusive procurement and ESD – which we delivered in the year under review. The spend per region is summarised below. Where possible, we set aside procurement opportunities associated with our SLPs and corporate social investment (CSI) initiatives for community SMEs ([page 64](#)).

	2024 Rm	2023 Rm
South Africa		
Enterprise development	14	13
Education and skills development	134	92
Community wellbeing	7	3
Infrastructure	194	72
Donations and other community relief efforts	4	28
Total	352	208
Zimbabwe		
Enterprise development	3	42
Education and skills development	3	24
Community wellbeing	9	40
Donations and other community relief efforts	3	20
Total	18	126
Canada		
Education and skills development	2	5
Community wellbeing	2	3
Donations and other community relief efforts	1	1
Total	5	9
Grand total	375	343

Beyond 2024, we will continue to deliver our compliance projects and engage communities to identify and formulate initiatives that address the most pressing socio-economic challenges. Implats will also partner with our communities and other stakeholders to maintain delivered infrastructure to ensure future generations continue to reap the benefits of our social investments.

MINE COMMUNITY WELLBEING

Mine community wellbeing involves conducting initiatives that ensure food, nutritional and income security, and providing access to health services in our mine communities.

Highlights



- Total Group spend on community wellbeing initiatives in our mine communities amounted to R19 million (2023: R46 million)
- The Group delivered food security programmes, community safety initiatives, water and health infrastructure and sponsored places of care for vulnerable community members
- Our community wellbeing initiatives continue to create and support jobs in our operating communities.

Lowlights/challenges



- Socio-economic challenges persist in many of our mine communities, compounded by extreme weather events
- PGM operating environment negatively impacted spend on community wellbeing initiatives.

Performance against key indicators



- **Partner to achieve food security in our mine communities:** Supported households, farmers and agricultural projects
- **Drive access to effective health and wellbeing programmes:** Delivered projects to improve access to health treatments, equitable education outcomes, safety and climate resilience.

Sustaining livelihoods during and beyond mining continued

Poverty, inequality, youth unemployment and food insecurity continue to be a challenge in our communities, a situation compounded by extreme weather events caused by climate change and the current El Nino cycle. Our community wellbeing initiatives, designed in consultation with community stakeholders, social partners and subject matter experts, target vulnerable people including women, children and people living with disabilities.

SOUTH AFRICA

This year, our South African operations invested R7 million (2023: R3 million) on several community wellbeing projects, a few of which are profiled here. Gender-based violence (GBV) and child abuse continue to be a scourge on South Africa's society. The government continues to intensify its fight against GBV and femicide through a strategy aimed at tackling all forms of violence and abuse against women and children. The Implats Group has been supporting the fight against GBV and in the year under review provided support to 65 Thuthuzela Care Centres (TCCs) through a partnership with the Minerals Council South Africa GBV Partnership.

Impala Rustenburg

Supporting food-insecure households, farmers and girl learners

In partnership with the Royal Bafokeng Nation, Impala Rustenburg continued its initiatives to address food insecurity caused by unemployment and other socio-economic challenges. Approximately 1 750 food-insecure households (2023: 750 households) were supported with food parcels and other essentials to ensure a consistent and nutritious diet. The operation also launched the Bafokeng livestock pilot programme to improve herd health, reaching 198 farmers with collectively more than 5 000 cattle. Community health screening days for cancer and HIV were held, with vulnerable and at-risk community members referred to clinics for further assessment.

Dignity for community learners

Impala Rustenburg embarked on a menstrual hygiene management initiative to restore and preserve the dignity of girl learners and enable them to participate in uninterrupted learning while discreetly managing their menstruation cycle. The operation donated dignity pouches and sanitary towels to 2 475 girl learners at 13 local community high schools.



Chief executive: Impala Rustenburg with one of the Seriti project beneficiaries

Impala Bafokeng

Poverty alleviation and combatting substance abuse

To address high levels of youth unemployment and increase food security, Impala Bafokeng launched a crop farming cooperative that employs and trains community youth and provides fresh produce to two local supermarkets. In 2024, 80 community members were trained in crop farming. The project also provides cattle feed for local farmers and, in 2024, supported 161 cattle farmers. Substance abuse is a scourge among unemployed youth. Impala Bafokeng runs a substance abuse awareness programme and trains community members to educate vulnerable youth about the dangers of drugs and alcohol. The programme has been successful, reducing substance abuse rates in the community by 20%.



Cattle feed for community farmers at Impala Bafokeng as part of poverty alleviation programme

Sustaining livelihoods during and beyond mining continued

Impala Refineries

Food security and GBV campaigns

Working with local partners, Impala Refineries, which is located in Springs, east of Johannesburg, raised GBV and HIV/Aids awareness through various sporting events in the Springs area. Sponsorship was extended to support already existing digital skills, and encourage food security and recycling programmes in three different wards close to the operation. Impala Refineries supplied specialised furniture to a centre caring for 57 severely disabled children and also sponsored environmental education and tree planting initiatives.

Marula

Support for farming and GBV campaigns

Marula trained 106 farmers on good agricultural practices to support the sustainability of their agriculture projects in the mine communities and ran a childhood cancer awareness campaign with the local Mecklenburg Hospital, positively impacting 60 community members and home-based care providers. To demonstrate its stance against GBV, Marula launched a project to help the Moroke Police Station provide a place of safety for victims of GBV.

ZIMBABWE

Zimplats spent R9 million on community wellbeing projects in 2024 (2023: R40 million).

Access to safe drinking water, climate resilience and food security

Zimplats prioritised providing access to safe potable water for communities, targeting the worst-affected communities around its operations. By year-end, four boreholes had been drilled

following a consultative process involving the communities and local councils selecting sites for the boreholes and hydrological surveys. The boreholes are powered by solar-powered systems and are equipped with tanks, enabling communities to reticulate water to households, nutrition gardens and community herds, lessening the burden of travelling to water points. Due to the prevailing drought in the region, some communities had no access to water prior to the new borehole systems. In the past five years, Zimplats has drilled more than 80 boreholes in the two districts in which it operates, Mhondoro-Ngezi and Chegutu.

Zimplats further facilitated community access to water by adding water off-take points along Chitsuwa and Manyame Dam pipelines, which enable households and farmers to access water for domestic use and for watering livestock and agriculture. The operation also conducted water awareness campaigns, encouraging communities to access water only through designated points to prevent vandalism of the water infrastructure, which could lead to the unnecessary loss of this precious resource.

In 2022, Zimplats initiated a training programme for smallholder farmers to reduce their vulnerability to the effects of climate change and drought, given their low use of technology driven farming methods and their reliance on rain-fed agriculture. In the reporting period, 35 farmers received training, bringing the total number of beneficiaries to 80 since inception. The training was adapted to include practices critical to equipping farmers with the skills needed to navigate periods of low rainfall, including planting drought-resistant livestock feed, and was delivered in conjunction with various social partners including the Department of Agricultural and the Gwebi Agricultural College. Notably, 11 women farmers were among this year's training, a crucial step towards inclusivity.



Rutara Horticultural Garden was selected as the venue to commemorate World Desertification and Drought Day, held annually to raise awareness about drought and the process of desertification

Since 2021, Zimplats has established three smallholder irrigation schemes in the Mhondoro Ngezi and Chegutu districts to create self-sufficient, food-secure communities and increase their resilience to climate-induced shocks. Seventy-seven families are supported through these projects.

Sustaining livelihoods during and beyond mining continued

Supporting worthy causes

Promoting inclusivity, health and dignity in our communities.

This year marked the seventh anniversary of the 'Beyond the Skin' initiative, underscoring Zimplats' unwavering commitment to supporting people with albinism through community wellness programmes. Zimplats worked with partners to raise awareness and understanding about the condition's uniqueness and encouraged communities to use that knowledge to improve inclusivity. More institutions in Zimbabwe are now employing people with albinism, indicating the positive impact of the awareness campaign Zimplats launched seven years ago. In 2024, Zimplats donated 15 000 units of sunscreen lotion and an equal number of lip balms to persons with albinism, distributed through various associations.

Zimplats also led impactful campaigns that successfully raised public awareness about cholera following an outbreak in various parts of the country. The campaign focused on preventative measures, early detection and treatment, and took place during scheduled engagements with local councils and traditional leaders, ensuring a collaborative approach to addressing the health crisis.

These platforms successfully mobilised key partners, including the Ministry of Health and Child Care, local councils, traditional leaders and zero harm organisations, to collaborate on roadshows that promoted good hygiene practices and encouraged communities to access safe drinking water from protected sources. The roadshows featured messaging aimed at raising awareness about the risks of drug, alcohol and substance abuse, particularly among the youth, further enhancing the impact of the campaign.

Zimplats and its partners donated sanitary pads to 260 learners in a campaign to promote female education in the mine community, and donated food parcels to the elderly and people living with disabilities.



Beyond the skin initiative beneficiaries

Zimplats enterprises

Zimplats is committed to ensuring that communities realise tangible benefits from ownership of companies established and supported by the organisation.

Zimplats issued equity in its empowerment companies to the community share ownership trust (CSOT). These entities have established boards and hold regular quarterly board meetings. The companies are all going concerns and provide employment to the community. There were no dividends declared to the CSOT in the year under review.

Enterprise	Palmline	Volttron	Value Bridge	MSS
Description	Cattle ranching (beef and dairy)	Maintenance of mining machinery	Concrete, wetcrete and quarry mining	Roof support
Jobs supported	77	136	13	17

CANADA

This year, Impala Canada spent R2 million on community wellbeing projects (2023: R3 million) focused on improving food security.

Impala Canada's community investment programmes are targeted towards the local Thunder Bay community, situated 90km from the mine. With roughly half of its employees coming from this area, the operation is committed to ensuring community wellbeing and the long-term sustainability of the city.

In 2024, Impala Canada continued to support Roots Community Food Centre, which ensures food security for Thunder Bay residents, many from local indigenous communities. Because of our financial support, the Roots Community Food Centre was able to add an additional Community Food Market, which provides fresh fruits and vegetables to an indigenous community.

During the past year, Roots also used the success and frequency of one community food centre to run its sought-after birth certificate replacement clinic. Birth certificates provide the first step in establishing an individual's identity and they are required to receive a variety of vital services in Canada, like Indigenous status cards, social insurance numbers, and other government benefits. In Ontario, the process to replace a lost birth certificate can be very challenging to navigate, especially if the individual has any special circumstances, resulting in a barrier to accessing support services. Roots has facilitated nearly 50 applications for birth certificate replacements.



Impala Canada sponsors the Run for Reconciliation, an event aimed at honouring indigenous children who were lost to the residential school system and supporting the ongoing healing journey of survivors and their families

Sustaining livelihoods during and beyond mining continued

MINE COMMUNITY EDUCATION AND SKILLS DEVELOPMENT

Our goal is to deliver education and skills development programmes that open employment opportunities.

Highlights



- Total Group spend on education and skills development in our mining communities of R139 million (2023: R121 million)
- In support of our key education and skills development targets we supported:
 - Five early childhood development (ECD) centres and 72 mine community schools
 - More than 600 active community bursaries/scholarships and learnerships.

Lowlights/challenges



- High youth unemployment in our mine communities remains a challenge
- Financial constraints due to the prevailing PGM operating context curtailed some planned education and skills development initiatives aimed at bridging the digital divide.

Performance against key indicators



- **Drive access to quality education for our community learners:** Our school support programmes continue to produce superior results
- **Ensure our tertiary and vocational education projects deliver relevant skills for the future:** Our bursary students pursue vocations suited to a digital future and mining related careers.

Education and skills development empowers community members to access improved employment prospects, resulting in increased income, enhanced economic stability and civic engagement. We aim to facilitate access to comprehensive education and skills development programmes that span from early childhood development to higher levels of schooling, including adult education and continuous skills enhancement.

At Group level, Implats has supported a Futurelect partnership to deliver non-partisan civic education programmes to the youth in South Africa. This is to ensure that the youth are equipped with information necessary to meaningfully participate in community activism, to know their rights and responsibilities, and to hold elected officials accountable, thereby strengthening democracy and governance.

SOUTH AFRICA

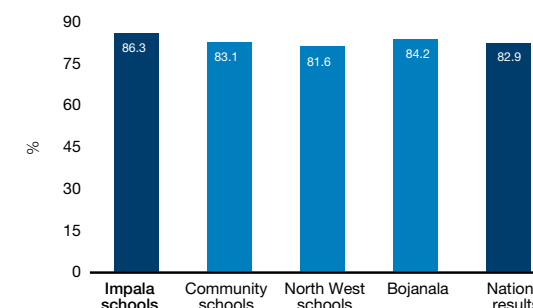
The school support programmes run by Impala Rustenburg, Impala Bafokeng, Impala Refineries and Marula assist learners and educators to attain improved outcomes across the education value chain. Matric results have shown that where educational interventions are in place, the schools and learners supported by Implats generally perform better than the non-supported schools in the region.

Our operations award bursaries and learnerships to youth from surrounding mine community schools to ensure a pipeline of talent for the operation's future needs. Currently, more than 600 community beneficiaries of bursaries, learnerships and graduate internships are being supported through various initiatives.

Impala Rustenburg

Nineteen early childhood development (ECD) teachers were sponsored, successfully completed their Level 4 ECD qualification and will be placed at ECD centres situated in the mine's communities. Impala's extensive school support programme continues to assist 21 primary and 12 secondary schools in the Rustenburg area, supporting more than 12 000 learners to improve their scholastic performance.

Pass rate at Impala-supported schools vs non-supported schools



Nineteen graduates from the Impala Rustenburg's bursary scheme were placed at the operation from February 2024 to start their discipline-specific training programmes, in line with their respective career paths. Impala Rustenburg also employs local community youth into its cadet training programme, which includes winch operator and rock drill operator skills training. In 2024, the cadet programme had an intake of 100 unemployed youth, 52% of whom were female.

Impala Bafokeng

Impala Bafokeng's bursary programme focuses on skills that are core to the operation and is supporting 262 bursary recipients, with 39 enrolled in the past two years, and the operation also offers community members learnerships and cadet programmes. In 2024, there were 59 mining learners and 88 engineering learners. School support programmes focused on developing teaching and management skills capacity – 51 deputy principals

Sustaining livelihoods during and beyond mining continued

and English teachers received training and 14 mathematics teachers were coached and mentored.

Impala Refineries

Impala Refineries offers bursaries and provides tuition and life skills training for 150 Grade 10-12 learners, including school holiday camps and exam preparations lessons. The matric class of 2023 which benefited from the tuition support surpassed both national and provincial pass rates, with an increase in bachelor degree passes from 82% in 2022 to a remarkable 100% in 2023. The operation also sponsors ECD teacher training – 46 beneficiaries took part in a digital skills programme during the year, which included coding and robotics – and school sports development programmes.

Marula

Marula's education and skills development programme touches on all parts of the education value chain, with a current focus on school enrichment programmes and post-school education and skills development for community members, linked to opportunities within mining. Key highlights of the past year include support for schools through extra classes in mathematics and science to improve the pass rates within the mine schools, with 276 learners benefiting from the programme. The students from Marula-supported schools are well placed to enter tertiary institutions and pursue careers in scarce skills categories. Marula has 19 bursary students, 22 graduate interns and 118 mine community youth in various novice mining training interventions.

Dividends from Marula's community chrome enterprise, Makgomo Chrome, continue to support education-focused initiatives, among others improving the learning environment for 81 children at the Karabo Creche and sponsoring educational supplies for local schools.



A total of 3 267 learners received mathematics dictionaries and 1 952 learners received physical science dictionaries

ZIMBABWE

Zimplats education and skills development initiatives were impacted by cost curtailments and mostly consisted of infrastructure projects.

CANADA

Impala Canada spent R2 million to support education and skills development (2023: R5 million).



Indigenous after-school programme assists 45 students aged 4 to 10 years old in our community, providing a safe space and teaching them cultural traditions

Impala Canada offers ongoing support to various educational initiatives in Thunder Bay, including multi-year donation commitments to the local university and college as well as several educational scholarships, primarily in support of indigenous students through its Confederation College, Indspire, Chapter One and OYEP partnerships. The operation supported Chapter One, a global not-for-profit organisation working to ensure at-risk children have one-to-one reading support. Indspire, an indigenous national charity that invests in the education of First Nations, Inuit and Métis people received 16 scholarships. Impala Canada also supported an indigenous after-school programme at Sherbrooke Elementary School that provides nutrition and a safe space for children.

RESILIENT AND ENABLING INFRASTRUCTURE IN SUPPORT OF OUR COMMUNITIES

Zimplats successfully demonstrated its commitment to community development by officially handing over several projects completed in 2023. Among these was a project to install solar power systems at Danangwe Clinic, which now provides reliable electricity supply to the healthcare facility, staff quarters and the borehole. The scope of work included infrastructure upgrades, such as a new waiting area shed, walkways and external wall painting. In Mhondoro Ngezi District, the Company officially handed over three projects, spanning community wellness and education and skills development. Two of these projects were handed over at a ceremony presided over by the Minister of Provincial Affairs and Devolution for Mashonaland West Province. They comprised eight furnished classrooms accommodating 320 learner and ablution facilities at Turf Primary School, and a maternity ward, a prenatal ward, and two staff houses at Gweshe Clinic. A third project – a new police station in Turf Town – was handed over to the Zimbabwe Republic Police (ZRP) to enhance community safety and security. This project included building and furnishing a 13-room charge office, a cell block, a residence for the officer-in-charge and a perimeter fence.



New police station in Turf Town

Sustaining livelihoods during and beyond mining continued

Infrastructure to create a better future

Implats' infrastructure projects in South Africa are linked to our SLP and other commitments. These projects provide much-needed facilities for community safety, health and wellbeing services to help to build resilience to climate change-related events through access to bridges, roads and water-related projects, and improve educational outcomes. In 2024, we delivered R194 million in community infrastructure projects for our mine communities.

At Impala Rustenburg, we delivered various infrastructure projects to communities including:

- Matale Secondary School – built four additional classrooms, with storage rooms and ablution facilities
- Moremogolo Primary School – built two Grade R classrooms, with ablution facilities, kitchenette and play area, and two large classrooms for older children
- Seraleng – constructed 1.3km of paved road
- Meriting Secondary School – renovated ablution facilities and the stormwater drainage system
- Phokengs– Constructed 660m of road and a bridge
- Water tanks installed at local schools to improve hygiene and climate resilience
- Provision of water infrastructure to five schools in the OR Tambo District Municipality of the Eastern Cape province, a labour-sending area
- A 6km fence-building project in Cofimvaba Village, Chris Hani District Municipality of the Eastern Cape, a labour-sending area, enabling farmers to revive their cropping activities.

At Impala Bafokeng

- Rasimone and Robega internal roads – provided more than 1.5km of paved roads for communities
- Community septic tank upgrade and fencing – built a new septic tank and sewage pumping station to prevent groundwater pollution and improve health outcomes.

At Impala Refineries

- Repairs to a flood-damaged library.

At Marula, key projects handed over to communities in 2024 included:

- The Seuwe access road, which supports about 1 500 road users from the Seuwe and Diphale communities
- The Ga-Mashishi tarred road and bridge, supporting some 4 000 road users within the Ga-Mashishi, Ga-Manyaka and Ga-Kgwete communities
- The Seuwe and Diphale access bridges were delivered and provide 2 000 users with easier road access, especially during the rainy season
- Maintenance was conducted on 28 water sources servicing 12 500 households within the four farms communities: Clapham, Driekop, Foresthill and Winnaarshoek.



Beneficiaries of our Moremogolo Primary School upgrade in Rustenburg



Seuwe bridges – Implats improving climate change resilience in communities



Maintenance of community water infrastructure at Marula

Sustaining livelihoods during and beyond mining continued

INCLUSIVE PROCUREMENT AND MINE COMMUNITY ENTERPRISE AND SUPPLIER DEVELOPMENT (ESD)

Inclusive procurement and enterprise and supplier development (ESD) are key focus areas of our social performance framework. We aim to grow resilient, sustainable mine community businesses that create jobs and participate in supply chains beyond our mine gate. **GRI 204-1**

Highlights



- Successfully aligned Impala Bafokeng's inclusive procurement and ESD practices with Group policies and procedures
- Established an inclusive procurement and ESD steering committee for South African operations to foster collaboration and develop standards and best practice
- Piloted an annual small and medium enterprise (SME) set-aside programme to identify inclusive procurement opportunities at Impala Rustenburg, which is yielding positive results
- Progressed the introduction of a R50 million regional ESD fund for local mine community suppliers at Impala Rustenburg and Impala Bafokeng
- Despite tough economic conditions, Zimplats' local economic development (LED) initiatives supported 3 400 community jobs.

Lowlights/challenges



- Socio-economic challenges in local mine communities contribute to raised expectations for procurement opportunities
- Women and youth-owned businesses from local mine communities continue to fall short of the requirements to participate in sourcing events. These businesses will be assisted through our ESD programmes.

Performance against key indicators



Increase spend with inclusive procurement beneficiaries (local mine community suppliers – tier 1 in South Africa), LED beneficiaries in Zimbabwe and indigenous suppliers in Canadas relative to total procurement spend

- **Spend with tier 1 suppliers in South Africa:** R4.2 billion (2023: R2.0 billion) or 19% of total discretionary spend (2023: 12% of total discretionary spend)
- **Spend with local economic development beneficiaries in Zimbabwe:** R992 million (US\$53 million) or 8% of total discretionary spend (2023: R1.1 billion or US\$66 million and 9% of total discretionary spend)
- **Spend with indigenous suppliers in Canada:** R635 million (C\$46 million) or 19% of total discretionary spend (2023: C\$48 million or 15% of total discretionary spend)

Increase spend in line with legislative commitments in South Africa

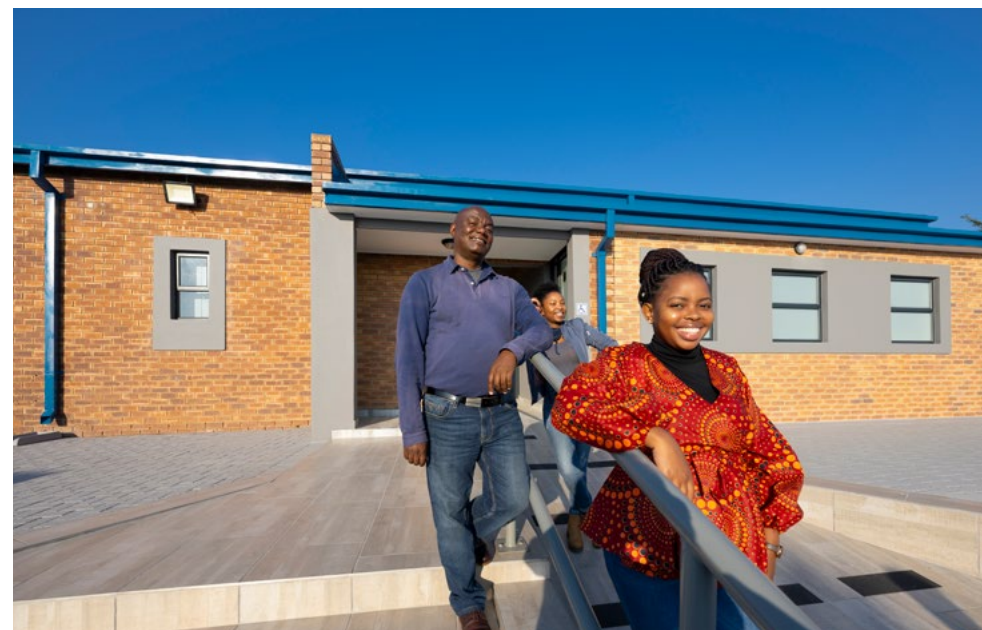
- **Spend with suppliers in South Africa with greater than 25% black ownership:** R16.5 billion (2023: R11.4 billion).

The Group's procurement policy prioritises procurement from local mine communities, businesses owned by historically disadvantaged people of colour (HPOC) and indigenous enterprises (inclusive procurement) and our tender processes make use of adjudication-weighted scoring methodologies which give preference to these suppliers. Procurement opportunities at our operations can be accessed through the Implats website [www.implats.co.za](#), at our on-site business support centres, at local community engagement forums and through dedicated sourcing events and local publications.

ESD initiatives in South Africa and LED initiatives in Zimbabwe provide support to prospective inclusive procurement beneficiaries. In Canada, we maintain a thorough understanding of the capabilities within indigenous communities, have a pipeline of bidders and opportunities for joint ventures and work with the Chamber of Commerce in Thunder Bay to strengthen the mining value chain in the region.

Progress on inclusive procurement and ESD is reported quarterly to operational board committees and annually to the STR committee.

In South Africa, our commitments and progress with spend on HPOC-owned businesses is reported to community stakeholders, the mining industry regulator and the Department of Trade and Industry's B-BBEE Commission. Our operations place a special emphasis on growing procurement spend with majority black women-owned and youth-owned suppliers.



Impala Rustenburg's Economic Inclusion Centre (EIC), a business support hub, offers community businesses facilities to conduct business administration activities, apply for opportunities and receive business coaching. In 2024, the EIC recorded approximately 1 300 visits from local entrepreneurs

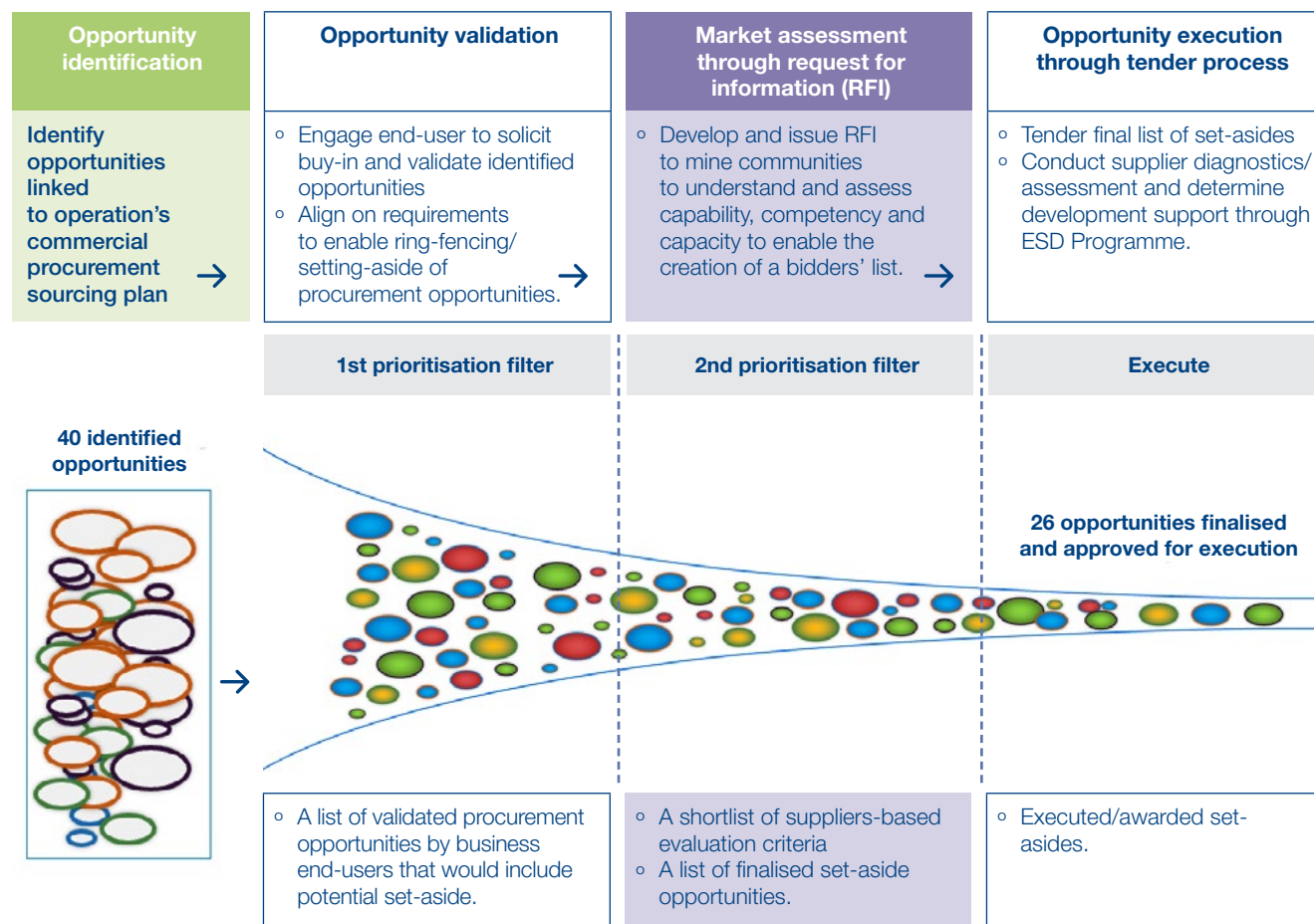
Sustaining livelihoods during and beyond mining continued

Where possible, we set-aside procurement opportunities associated with our infrastructure projects and corporate social investment initiatives for our community SMEs.

In 2024, we aligned Impala Bafokeng's inclusive procurement and ESD practices with those at our other South African operations and established a steering committee to facilitate collaboration and develop future standards and best practice for inclusive procurement and ESD. Impala Rustenburg piloted a proactive, data-driven programme to identify and execute procurement opportunities for mine community businesses. The programme – known as the annual SME set-aside programme – requires a detailed analysis of the operation's annual commercial procurement plans to identify opportunities for inclusive procurement. Once identified, these opportunities are workshopped with internal stakeholders to validate the requirements and secure buy-in on ringfencing them for inclusive procurement beneficiaries. The list of set-aside opportunities is used to issue a request for information to mine community SMEs to assess their capability, competence and capacity and to enable the development of fit-for-purpose ESD initiative where gaps exist. The set-aside opportunities that match community SME capabilities are handed over to the commercial procurement function to initiate and execute tender processes. The ESD function supports the community businesses awarded a procurement opportunity, to ensure they fulfil their obligations efficiently and successfully.

Impala Rustenburg identified 40 new set-aside opportunities, worth R529 million, in 2024. At year-end, 26 of these had been finalised and approved for execution in 2025. The set-aside programme will build a pipeline of opportunities for community SMEs, and sustainably grow our supplier base, creating a better future for all. The programme will be rolled out to our other South African operations.

In 2024, we procured goods and services worth R4.2 billion from suppliers in the communities closest to our South African operations (2023: R2.0 billion), with R1.9 billion spent at Impala Rustenburg (2023: R1.8 billion), R2 billion at Impala Bafokeng and R394 million at Marula (2023: R159 million), representing 19% of our discretionary spend (2023: 13%). Our operations also showed good compliance relative to their inclusive procurement commitments. Spend in South Africa allocated to black-owned suppliers with greater than 25% black ownership, increased to R16.5 billion (2023: R14.4 billion).



Sustaining livelihoods during and beyond mining continued

Supporting inclusive procurement in South Africa by developing successful businesses

Working with civil society organisations and local health officials to improve community health outcomes.

A total of R14 million was spent on ESD initiatives in South Africa this year (2023: R13 million).

We equip community businesses with the necessary skills to grow in a sustainable way, create jobs, and stimulate local economic growth. All South African operations have a business support centre at their respective mine sites where community businesses can access mine and other procurement opportunities, as well as ESD development initiatives, free internet connectivity and business coaching, boardroom facilities, and resources to register their businesses, generate invoices and prepare tender documents.



Rakgadi Maithufi, Managing Director of Silver Fish Holdings, is a proud graduate of Impala's ESD programme. Her company is a beneficiary of Impala's inclusive procurement opportunities

ESD fund

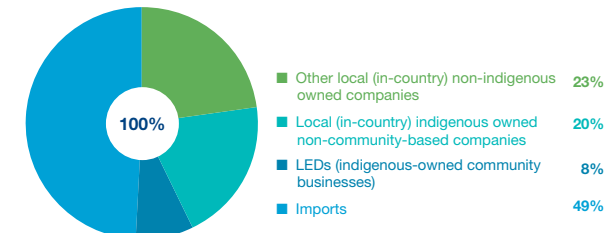
Impilats is establishing a R50 million regional ESD fund to provide financial assistance to mine community businesses at Impala Rustenburg and Impala Bafokeng, with a special emphasis on women and youth-owned businesses. The fund will enable qualifying businesses, with contracts or purchase orders between R50 000 and R5 million at our operations or elsewhere, to deliver on their contractual obligations. The fund will be operational by September 2024.

ESD at Impala Bafokeng

Two of Impala Bafokeng's ESD programmes were restructured to focus on helping SMEs successfully scale for growth and service their supply contracts with the operation. An additional intervention, called the 'condition to award,' was introduced to help capacitate local community companies – those that have submitted tenders for work and have potential to conduct the work, but have gaps that need closing before a contract can be awarded. In 2024, one contractor was onboarded in the condition to award programme and has gained the required competencies to be awarded a contract.

In Zimbabwe, we prioritise procuring from local (in-country) and host community enterprises (LED beneficiaries), with an emphasis on enterprises owned by previously marginalised youth and women. Some of the LED entities that depend exclusively on Impilats for business were negatively impacted in the year as the business restructured in response to reduced metal prices. Despite these headwinds, all 23 participating SMEs received significant support in the form of orders and prepayments to ease their cash flow challenges. By year-end, Impilats' LED beneficiaries provided employment to 3 400 people, drawn mainly from local communities (2023: 3 400). LED spend amounted to R992 million (US\$53 million) (2023: R1.1 billion or US\$66 million), a 19% decrease year-on-year in line with the operation curtailing certain projects due to the depressed global metals price environment. Impilats' total procurement spend was R13.1 billion (US\$698 million) (2023: R12.7 billion or US\$742 million).

Total overall procurement split



Sustaining livelihoods during and beyond mining continued

Sharing our success with our communities

Our women-owned businesses are thriving, adding value to Zimplats and supporting families.

Women-led enterprises constitute 20% of Zimplats' LED programme, one of which is Turf Brick Moulding (Pvt) Limited (TBM). Following assistance from the LED programme, TBM expanded its business to supply bricks to customers outside Zimplats, specifically the housing construction market in Turf Town. Zimplats continues to assist TBM with technical expertise, financial literacy, corporate governance and business management systems.



TBM employee manufacturing bricks

In Canada, our procurement policies and processes reflect our commitment to assisting local (Thunder Bay) and indigenous communities succeed. Implats has worked for many years to develop and refine a procurement process that fairly and effectively provides local suppliers – and indigenous-owned and operated suppliers – preferred status in securing contracts to provide goods and services to our operations. The more successfully these companies perform, the more experience they develop and the more competitive they become in the wider marketplace.

Six indigenous entrepreneurs were supported through Impala Canada's ESD programme and the operation was able to spotlight one of the entrepreneurs in its social media channels, raising their profile in the local business economy.

Impala Canada's spend with indigenous-owned businesses decreased by 3% year-on-year from C\$48 million (R635 million) in 2023 to C\$46 million (R635 million) in 2024. The relationships we maintain with our local and indigenous communities will continue to evolve as mining activities are scaled down in line with the operation's revised life-of-mine. Impala Canada will continue to engage with local and indigenous businesses to proactively assess capabilities and interests and give early indications about the operation's future needs.



Photographed above is Marialyn Lallan, receiving an Impala Canada Living our Values Award. ML, as she is affectionately known to friends and co-workers, works for Amik Catering, a collaboration between Thunder Bay-based Kiashke Zaaging Anishinaabek (Gull Bay) First Nation and East Coast Catering specialising in providing catering and accommodation services to remote mine site locations