Emerging risks register – Implats

Risk	Impacts	Risk mitigation
Geopolitical instability and conflict in key regions may disrupt global supply chains, increase input costs and accelerate structural shifts in global energy markets.	▪ Volatility in energy availability and pricing, weakened business and consumer confidence, elevated inflation, increased prevailing interest rates and weakened economic growth ▪ Adverse impact on global trade routes, leading to supply chain delays, higher freight costs, and reduced availability of critical inputs ▪ The Middle East conflict has exposed global vulnerability to fossil fuel supply chains. Major economies may accelerate their quest for decarbonisation impacting PGM demand patterns from the automotive, chemical and petroleum refining industries.	▪ Strengthen supply chain resilience through strategic sourcing, robust payment structures, key preferential relationships and increasing strategic stock holdings ▪ Renewable energy initiatives to reduce dependency on oil and risk exposure over time ▪ Proactive project planning and execution to manage procurement of items with long lead times ▪ Proactive alternate sourcing of critical commodities and equipment ▪ PGM market development and research to support evolving and future demand sources.
Increasing physical climate risks and challenges to a just transition may affect operational resilience and stakeholder relationships. Failure to implement effective climate adaptation measures at operations and in surrounding communities, and failure to address just transition risks within host communities.	▪ Damage to key infrastructure due to extreme weather conditions with potential implications for safety of employees and host communities ▪ Increased uncertainty regarding long-term restoration and rehabilitation outcomes and post-closure landscape requirements ▪ Reduced water availability in specific regions due to extreme weather conditions ▪ Increased risk of flooding of infrastructure and water ingress into underground mines due to extreme rainfall events.	▪ Conduct detailed assessments of priority climate-related risks and implement appropriate adaptation and risk-management measures ▪ Improve baseline monitoring, forecasting and early warning systems at operations ▪ Embed physical climate risk considerations into key decision-making processes ▪ Raise awareness and share knowledge internally and externally ▪ Ensure that infrastructure and food security initiatives strengthen climate resilience within mine-host communities.
Rapid technological development, including artificial intelligence (AI), creates opportunities to improve safety, productivity and operational efficiency, while introducing new operational, cyber-security and governance risks.	▪ The rapid adoption of AI is disrupting business models and operating practices across global markets while creating opportunities for efficiency gains ▪ Increased cost of technology rollout and specialised skills required for implementation ▪ Speed and effectiveness of technology adoption will materially impact the benefits derived from its use ▪ AI technology may enable more sophisticated cyber threats.	▪ Implement AI framework (including governance) which is aligned with a roadmap to unlock opportunities and manage risks ▪ Develop workforce capabilities and AI literacy through targeted training and digital skills development ▪ Adopt a phased AI implementation roadmap focused on high-value use cases with measurable business outcomes ▪ Strengthen and continuously enhance cybersecurity and technology risk-management processes.