



IMPLATS
Distinctly Platinum



Sustainable Development Performance Tables 2017

Supplement to the 2017 Sustainable Development Report

Our performance data

Additional detail can be obtained online at www.implats.co.za. 

People

South Africa

Occupational levels

Rustenburg	Male				Female				Foreign nationals		Total		
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	Total
Top management	1	0	0	0	0	0	0	0	0	0	1	0	1
Senior management	13	0	2	34	5	0	0	2	1	0	50	7	57
Professionally qualified and experienced specialists and mid-management	131	7	12	198	27	0	5	43	8	0	356	75	431
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2 763	19	0	584	497	5	4	65	213	2	3 579	573	4152
Semi-skilled and discretionary decision making	7 776	7	0	63	782	3	0	5	1 571	2	9 417	792	10 209
Unskilled and defined decision making	13 261	10	0	9	1 478	1	0	0	1 560	34	14 840	1 513	16 353
Total permanent	23 945	43	14	888	2 789	9	9	115	3 353	38	28 243	2 960	31 203
Non-permanent employees	7	0	0	2	16	0	0	0	0	0	9	16	25
Grand total	23 952	43	14	890	2 805	9	9	115	3 350	36	28 252	2 976	31 228

Marula	Male				Female				Foreign nationals		Total		
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	Total
Top management	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior management	4	0	0	2	0	0	0	0	0	0	6	0	6
Professionally qualified and experienced specialists and mid-management	26	0	0	15	6	0	0	4	1	0	42	10	52
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	339	2	0	24	53	0	1	6	68	0	433	60	493
Semi-skilled and discretionary decision making	905	0	0	0	89	0	0	0	24	0	929	89	1 018
Unskilled and defined decision making	1 131	0	0	1	387	0	0	0	14	1	1 146	388	1 534
Total permanent	2 405	2	0	42	535	0	1	10	107	1	2 556	547	3 103
Non-permanent employees	6	0	0	0	1	0	0	0	0	0	6	1	7
Grand total	2 411	2	0	42	536	0	1	10	107	1	2 562	548	3 110

Our performance data

Impala Springs	Male				Female				Foreign nationals		Total		
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	Total
Top management	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior management	3	0	1	2	0	0	0	1	3	0	9	1	10
Professionally qualified and experienced specialists and mid-management	16	0	5	29	11	1	5	9	3	1	53	27	80
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	181	3	5	85	41	1	0	18	3	0	277	60	337
Semi-skilled and discretionary decision making	351	4	3	25	101	1	1	15	6	0	389	118	507
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0	0	0
Total permanent	551	7	14	141	153	3	6	43	15	1	728	206	934
Non-permanent employees	5	0	0	3	9	1	0	0	0	1	8	11	19
Grand total	556	7	14	144	162	4	6	43	15	2	736	217	953

Head office	Male				Female				Foreign nationals		Total		
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	Total
Top management	0	0	0	2	0	0	0	1	0	0	2	1	3
Senior management	4	0	0	8	1	0	1	1	0	0	12	3	15
Professionally qualified and experienced specialists and mid-management	1	0	0	2	6	0	2	8	1	0	4	16	20
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	2	0	0	2	0	0	0	4	4
Semi-skilled and discretionary decision making	0	0	0	1	1	0	0	2	0	0	1	3	4
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0	0	0
Total permanent	5	0	0	13	10	0	3	14	1	0	19	27	46
Non-permanent employees	0	0	0	0	1	0	0	0	0	0	0	1	1
Grand total	5	0	0	13	11	0	3	14	1	0	19	28	47

Workforce diversity profile¹ for our South African operations (as at 30 June 2017)

Combined (South Africa)	Male				Female				Foreign nationals ³		Total		
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	Total
Top management	1	0	0	2	0	0	0	1	0	0	3	1	4
Senior management	24	0	3	46	6	0	1	4	4	0	77	11	88
Professionally qualified and experienced specialists and mid-management	174	7	17	244	50	1	12	64	13	1	455	128	583
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	3 283	24	5	693	593	6	5	91	284	2	4 289	697	4 986
Semi-skilled and discretionary decision making	9 032	11	3	89	973	4	1	22	1 601	2	10 736	1002	11 738
Unskilled and defined decision making	14 392	10	0	10	1 865	1	0	0	1 574	35	15 986	1901	17 887
Total permanent employees ²	26 906	52	28	1 084	3 487	12	19	182	3 476	40	31 546	3740	35 286
Non-permanent employees	18	0	0	5	27	1	0	0	0	1	23	29	52
Grand total	26 924	52	28	1 089	3 514	13	19	182	3 476	41	31 569	3769	35 338

A – African, C – Coloured, I – Indian, W – White.

¹ Workforce Diversity profile as per the South African Department of Labour Guidelines.

² Non-permanent employees employed for more than three months are counted as permanent employees.

³ Foreign nationals are employees employed in South Africa that are not South African citizens.

South Africa combined People with disability (PWD)	Male				Female				Foreign nationals		Total		
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	Total
Top management	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior management	2	0	0	4	0	0	0	0	0	0	6	0	6
Professionally qualified and experienced specialists and mid-management	19	0	1	15	0	0	0	1	1	0	36	1	37
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	212	1	0	74	16	0	0	2	18	0	305	18	323
Semi-skilled and discretionary decision making	491	0	0	6	29	0	0	1	96	0	593	30	594
Unskilled and defined decision making	665	0	0	1	57	0	0	0	121	1	788	58	846
Total permanent	1 389	1	1	100	102	0	0	4	237	1	1 728	107	1 835
Non-permanent employees	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand total	1 389	1	1	100	102	0	0	4	237	1	1 728	107	1 835

Our performance data

Zimbabwe

Occupational levels

Mimosa	Females	Males	Total
F – Top management	1	6	7
E – Senior management	2	12	14
D – Professionally qualified and experienced specialist	18	53	71
C – Skilled technical and academically qualified	14	82	96
B – Semi-skilled and discretionary decision making	2	124	126
A – Unskilled and defined decision making	13	341	354
Grand total	50	618	668

Zimplats	Females	Males	Total
F – Top management	0	0	0
E – Senior management	1	22	23
D – Professionally qualified and experienced specialist	9	68	77
C – Skilled technical and academically qualified	81	845	926
B – Semi-skilled and discretionary decision making	91	1 359	1 450
A – Unskilled and defined decision making	32	556	588
Grand total	214	2 850	3 064

In-service	Number	2017	2016	2015	2014	2013
Impala Rustenburg own employees		31 203	29 923	31 519	31 804	32 226
Contractor employees		9 765	8 735	10 288	11 201	12 624
Impala Springs own employees		934	943	957	942	991
Contractor employees		990	915	1 021	679	899
Marula own employees		3 103	3 540	3 568	3 395	3 165
Contractor employees		701	1 170	811	909	853
Zimplats own employees		3 064	3 047	3 214	3 325	2 929
Contractor employees		2 878	2 397	2 605	2 749	2 775
Mimosa own employees		668	681	701	711	776
Contractor employees		0	4	4	64	65
Corporate own employees		46	55	60	61	64
Contractor employees		0	0	0	0	0
Total own		38 334	38 189	40 019	40 238	40 151
Total contractors		14 334	13 221	14 729	15 602	17 216
Group total		52 668	51 410	54 748	55 783	57 367
% own employees relative to total workforce		73				

Labour sending areas

South Africa	Number	Impala 2017	Marula 2017
Eastern Cape		6 447	105
Free State		901	38
Gauteng		887	45
KwaZulu-Natal		540	20
Mpumalanga		313	437
North West		16 883	64
Northern Cape		1 238	3
Limpopo		588	2 962
Western Cape		18	1
Total		27 815	2 962
Foreigners		3 388	141
Grand total		31 203	3 103

Zimbabwe (Zimplats)	Number	2017
Bulawayo		39
Foreigner		3
Harare		107
Manicaland		299
Mashonaland Central		293
Mashonaland East		239
Mashonaland West		1 124
Masvingo province		451
Matabeleland North		36
Matabeleland South		44
Midlands		429
Grand total		3 064

Zimbabwe (Mimosa)	Number	2017
Bulawayo		46
Foreigner		0
Harare		37
Manicaland		43
Mashonaland Central		32
Mashonaland East		21
Mashonaland West		26
Masvingo province		85
Matabeleland North		34
Matabeleland South		26
Midlands		318
Grand total		668

Our performance data

	Unit (%)	2017	2016	2015	2014	2013
Turnover						
Impala Rustenburg		7.7	9.0	5.1	4.4	6.0
Impala Springs		4.3	4.1	6.2	4.5	7.5
Marula		23.5	5.6	6.3	5.6	4.2
Zimplats		3.2	9.5	4.4	3.6	3.9
Mimosa		5.0	2.9	3.4	9.0	3.5
Corporate		10.9	14.3	18.2	10	9.4
Group		8.6	8.2	5.1	4.5	5.7
Women turnover						
Impala Rustenburg		0.4	0.5	0.3	0.2	4
Impala Springs		0.5	0.4	1.5	1.4	2
Marula		5.6	0.5	0.4	0.3	5
Zimplats		3.0	0.1	0.3	0.2	6
Mimosa		0	0.1	0.3	5.0	4
Corporate		6.5	5.4	7.3	1.6	50
Group		1.0	0.5	0.3	0.6	5
Unionised workforce						
Impala Rustenburg		81	84	81	78	73
Impala Springs		54	51	75	71	70
Marula		93	90	91	87	75
Zimplats		29	34	37	40	46
Mimosa		25	25	26	25	24

Engagements per age group	Number	Male	Female	Total
Impala Rustenburg				
15 – 25		523	44	567
26 – 35		1 763	65	1 828
36 – 45		1 233	28	1 261
46 – 55		343	6	349
56 – 63		26	0	26
Impala Springs				
15 – 25		14	8	22
26 – 35		12	0	12
36 – 45		3	1	4
46 – 55		1	0	1
56 – 63		0	0	0
Marula				
15 – 25		65	34	99
26 – 35		58	54	112
36 – 45		41	27	68
46 – 55		14	4	18
56 – 63		4	0	4
Zimplats				
15 – 25		56	3	59
26 – 35		41	5	46
36 – 45		10	0	10
46 – 55		1	0	1
56 – 63		0	0	0
Mimosa				
15 – 25		0	0	0
26 – 35		0	3	3
36 – 45		0	0	0
46 – 55		0	0	0
56 – 63		0	0	0
Corporate				
15 – 25		0	0	0
26 – 35		0	3	3
36 – 45		0	0	0
46 – 55		1	0	1
56 – 63		0	0	0

Our performance data

Terminations per age group	Number	Male	Female	Total
Impala Rustenburg				
15 – 25		83	17	100
26 – 35		569	49	618
36 – 45		552	37	589
46 – 55		1 090	16	1 106
56 – 63		1	0	1
Impala Springs				
15 – 25		0	0	0
26 – 35		6	2	8
36 – 45		4	1	5
46 – 55		4	2	6
56 – 63		21	0	21
Marula				
15 – 25		68	33	101
26 – 35		158	79	237
36 – 45		168	57	225
46 – 55		0	1	1
56 – 63		160	6	166
Zimplats				
15 – 25		11	2	13
26 – 35		43	5	48
36 – 45		24	0	24
46 – 55		8	0	8
56 – 63		5	0	5
Mimosa				
15 – 25		0	0	0
26 – 35		6	0	6
36 – 45		10	0	10
46 – 55		11	0	11
56 – 63		9	0	9
Corporate				
15 – 25		0	0	0
26 – 35		0	1	1
36 – 45		1	0	1
46 – 55		0	1	1
56 – 63		1	1	2

Female to male pay ratio		Female	Male
Impala Rustenburg	Top management	–	1
	Senior management	0.80	1
	Professionally qualified and experienced specialists and mid-management	0.87	1
	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0.91	1
	Semi-skilled and discretionary decision making	1.07	1
	Unskilled and defined decision making	1.00	1
Total		1.08	1
Impala Springs	Top management	0.73	1
	Senior management	0.89	1
	Professionally qualified and experienced specialists and mid-management	0.77	1
	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0.88	1
	Semi-skilled and discretionary decision making	0.98	1
Total		0.95	1
Marula	Senior management	–	1
	Professionally qualified and experienced specialists and mid-management	0.83	1
	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0.83	1
	Semi-skilled and discretionary decision making	1.02	1
	Unskilled and defined decision making	0.99	1
Total		0.84	1
Grand total		1.07	1
Female to male pay ratio		Female	Male
Zimplats	Top management	–	1
	Senior management	1	1
	Professionally qualified and experienced specialists and mid-management	0.89	1
	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0.97	1
	Semi-skilled and discretionary decision making	1.24	1
	Unskilled and defined decision making	1	1
Total		1.02	1
Mimosa	Senior management	1	1
	Professionally qualified and experienced specialists and mid-management	1	1
	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	1
	Semi-skilled and discretionary decision making	1	1
	Unskilled and defined decision making	–	1
Total		1	1
Grand total		1	1

Our performance data

Safety	Unit	2017	2016	2015	2014	2013
Fatalities (employees)	Number					
Impala Rustenburg		7	9	4	3	8
Impala Springs		0	0	0	0	0
Marula		1	0	1	0	0
Zimplats		0	0	0	1	0
Mimosa		1	2	0	0	0
Total		9	11	5	4	8
Fatalities (contractors)	Number					
Impala Rustenburg		0	0	2	0	1
Impala Springs		0	0	0	0	0
Marula		0	0	0	0	0
Zimplats		0	0	0	0	0
Mimosa		0	0	0	0	1
Total		0	0	2	0	1
Group total		9	11	7	4	9
Reportable injuries	Number					
Impala Rustenburg		409	401	281	209	358
Impala Springs		4	2	2	1	2
Marula		32	45	24	33	36
Zimplats		3	7	8	6	12
Mimosa		2	9	1	1	0
Afplats and head office		0	0	2	2	13
Group total		450	461	318	252	421
Medical treatment cases	Number					
Impala Rustenburg		648	519	393	341	454
Impala Springs		64	61	84	75	78
Marula		164	109	61	86	90
Zimplats		3	6	6	27	19
Mimosa		2	7	1	10	17
Afplats and head office		0	0	1	6	44
Group total		881	702	546	545	702
Lost-time injuries	Number					
Impala Rustenburg		655	665	456	388	638
Impala Springs		5	3	2	2	2
Marula		56	97	164	168	116
Zimplats		3	8	12	11	19
Mimosa		4	7	2	4	5
Afplats and head office		0	0	2	1	13
Group total		723	782	638	574	793

	Unit	2017	2016	2015	2014	2013
Employee hours worked	Hours					
Impala Rustenburg		84 771 667	84 043 377	86 231 570	57 954 414	98 131 748
Impala Springs		4 105 137	4 141 659	3 972 573	3 913 170	4 746 833
Marula		9 676 621	10 148 375	9 013 210	8 885 363	8 303 702
Zimplats		14 562 652	13 837 573	13 560 069	14 646 272	17 257 526
Mimosa		8 806 697	8 116 972	7 643 876	7 803 469	7 762 842
Growco and head office		147 297	232 719	498 262	854 084	1 395 686
Group total		122 070 071	120 520 676	121 034 823	94 056 773	137 598 336
FIFR	Pmmhw					
Impala Rustenburg		0.083	0.107	0.070	0.052	0.091
Impala Springs		0	0	0	0	0
Marula		0.103	0	0.111	0	0
Zimplats		0	0	0	0.068	0
Mimosa		0.114	0.246	0	0	0
Group		0.074	0.091	0.058	0.043	0.065
LTIFR (including RWC)	Pmmhw					
Impala Rustenburg		7.73	7.91	5.29	6.69	6.50
Impala Springs		1.22	0.72	0.50	0.51	0.42
Marula		5.79	9.56	18.20	18.91	13.97
Zimplats		0.21	0.58	0.88	0.75	1.10
Mimosa		0.45	1.11	0.26	0.51	0.64
Group		5.92	6.49	5.27	6.10	5.80
TIFR	Pmmhw					
Impala Rustenburg		15.37	14.09	9.85	12.58	11.13
Impala Springs		16.81	15.45	21.65	19.68	16.85
Marula		22.74	20.3	24.96	28.59	24.81
Zimplats		0.41	1.01	1.33	2.59	2.20
Mimosa		0.68	1.97	0.39	1.79	2.83
Group		13.14	12.31	9.78	11.9	10.91
MTCFR	Pmmhw					
Impala Rustenburg		7.64	6.18	4.56	5.88	4.63
Impala Springs		15.59	14.73	21.14	19.17	16.43
Marula		16.95	10.74	6.77	9.68	10.84
Zimplats		0.21	0.43	0.44	1.84	1.10
Mimosa		0.23	0.86	0.13	1.28	2.19
Group		7.22	5.82	4.51	5.79	5.11
Total injuries	Number					
Impala Rustenburg		1 303	1 184	849	729	1 092
Impala Springs		69	64	86	77	80
Marula		220	206	225	254	206
Zimplats		6	14	18	38	38
Mimosa		6	16	3	14	22
Afplats		0	0	2	7	63
Group total		1 604	1 484	1 183	1 119	1 501

Our performance data

Health	Unit	2017	2016	2015	2014	2013
VCT interventions	Number					
Impala Rustenburg		13 292	8 831	9 851	7 626	10 316
Impala Springs		2	14	4	10	9
Marula		2 311	1 058	698	566	540
Zimplats		984	695	1 002	1 563	714
Mimosa		144	269	320	321	203
Group		16 733	10 867	11 875	10 086	11 782
Employees on ART	Number					
Impala Rustenburg		4 602	4 299	3 929	3 822	3 639
Impala Springs		0	0	0	27	28
Marula		233	224	200	138	101
Zimplats		167	160	147	137	120
Mimosa		172	160	153	152	151
Group		5 174	4 843	4 429	4 276	4 039
Pulmonary TB cases	Number					
Impala Rustenburg		191	149	274	213	311
Impala Springs		0	1	1	1	1
Marula		4	11	20	41	15
Zimplats		1	4	5	7	1
Mimosa		3	6	4	6	6
Group		199	171	304	268	334
NIHL	Number					
Impala Rustenburg		75	49	32	16	36
Impala Springs		3	0	0	0	0
Marula		7	12	7	14	12
Zimplats		3	0	6	6	2
Mimosa		0	0	4	0	0
Group		88	61	49	36	50
Skills development (Zimbabwe)	Unit	2017	2016	2015	2014	2013
Expenditure	US\$000					
Zimplats		1 718	1 586 ¹	1 784	2 568	2 350
Mimosa		3 118	3 319	3 522	3 341	2 935
Total		4 836	4 905	5 304	5 909	5 285

¹ Zimplats skills development expenditure impacted by Bhima collapse and subsequent containment initiatives, hence the large difference when compared to Mimosa.

Skills development	Unit	2017	2016	2015	2014	2013
Expenditure	R million					
Impala Rustenburg		461	424	456	280	387
Impala Springs		13	19	19	14	16
Marula		75	68	48	37	24
SA operations total (6% of wage bill)		548	512	523	331	428
Employee literacy (ABET III and above)	Percentage					
Impala Rustenburg		81	82	82	82	80
Impala Springs		86	96	92	94	94
Marula		93	92	91	91	90
Average SA operations literacy		87	90	88	89	88
ABET training employees	Number					
Impala Rustenburg		331	478	410	686	794
Impala Springs		0	0	0 ²	0 ²	5
Marula		24	16	11	21	6
SA operations total		355	494	421	707	805
Total number of employees trained (including ABET)	Number					
Impala Rustenburg		27 489	29 526	30 031	20 338	29 299
Impala Springs		2 986	2 381	2 661	963	1 053
Marula		3 021	3 516	3 074	2 660	1 874
SA operations total		33 496	35 423	35 766 ³	23 961 ³	32 226
Value of ABET training	R000					
Impala Rustenburg		10 649	10 738	10 664	8 577	12 769
Impala Springs		0²	0 ²	0 ²	0 ²	486
Marula		1 425	1 896	8	19	2
SA operations total		12 074	12 634	10 672	8 596	13 257
Hours of ABET training	Hours					
Impala Rustenburg		65 224	70 304	89 736	69 672	148 728
Impala Springs		0²	0	0 ³	0 ³	11 064
Marula		27 288	15 640	26 028	20 160	4 032
SA operations total		92 512	85 944	115 764 ³	89 832 ³	163 824
Functional literacy	Percentage					
Zimplats		99	99	99	99	99
Mimosa		99	99	99	99	99
Average Zimbabwean operations functional literacy		99	99	99	99	99

² No ABET intake.

³ Strike impacted, thus comparability impacted year-on-year.

Our performance data

Environment	Unit	2017	2016	2015 ⁴	2014 ⁴	2013
Key production figures						
Ore milled (excluding Mimosa)	000 tonnes	18 332	18 426	16 024	13 916	17 209
Tailings disposed on tailing dam	000 tonnes	21 258	20 936	17 891	16 004	20 770
Dump slag treated	000 tonnes	0.43	201	16	90	172
Furnace and converter slag generated and treated	000 tonnes	835	755	469	382	783
Total slag treated	000 tonnes	835	946	485	472	955
Platinum produced	000 oz	1 530	1438	1 276	1 178	1 581
Group material consumption						
Diesel	000 litres	23 072	22 523	21 748	21 776	25 247
Petrol	000 litres	453	476	602	830	1 137
Coal	tonnes	161 446	153 309	138 653	127 883	158 732
Industrial burning oil	000 litres	1 316	1 222	1 633	1 264	1 730
Key production figures – Energy						
	GJ000					
Impala Rustenburg		11 478	10 902	9 766	7 945	11 453
Impala Springs		2 639	2 511	2 523	2 549	2 727
Marula		716	771	743	792	729
Zimplats		2 483	2 425	2 199	2 390	1 940
Mimosa		749	719	706	719	725
Group total		18 065	17 328	15 937	14 395	17 553
Key production figures – Water						
	Mℓ					
Total water withdrawn						
Impala Rustenburg		14 140	14 201	14 491	10 353	14 514
Impala Springs		760	810	750	758	838
Marula		1 412	1 471	1 523	1 690	1 969
Zimplats		7 218	7 903	6 447	6 389	5 775
Mimosa		2 179	2 318	2 165	2 175	2 344
Group total		25 709	26 703	25 376	21 365	25 440
Total water consumed⁵						
	Mℓ					
Impala Rustenburg		24 443	22 494	21 140	16 247	24 735
Impala Springs		1 301	1 333	1 261	1 255	1 244
Marula		2 761	2 929	3 311	3 573	3 544
Zimplats		12 166	12 121	10 725	10 386	7 852
Mimosa		6 814	6 651	3 264	3 314	3 336
Group total		47 485	45 528	39 701	34 775	40 711
Total water recycled						
	Mℓ					
Impala Rustenburg		10 303	8 293	6 649	5 894	10 220
Impala Springs		542	523	511	497	406
Marula		1 349	1 458	1 787	1 883	1 574
Zimplats		4 948	4 218	4 278	3 997	2 078
Mimosa		4 634	4 333	1 100	1 138	993
Group total		21 776	18 825	14 325	13 409	15 271
Unit water consumption						
	kℓ/tonne milled					
Impala Rustenburg		2.42	2.15	2.29	2.62	2.06
Impala Springs		43.46	47.45	49.44	51.59	44.93
Marula		1.85	1.74	1.99	1.99	2.18
Zimplats		1.81	1.80	2.02	1.75	1.68
Mimosa		2.50	2.52	1.25	1.35	1.4
Group total		2.30+	2.09	2.11	2.12	1.97

⁴ Comparability of year-on-year figures impacted by five-month strike in the 2014 financial year.

⁵ Total water consumed = total water withdrawn and total water recycled.

Key production figures							
Emissions		Unit	2017	2016	2015	2014	2013
Total direct CO₂	tonnes						
Impala Rustenburg		178 763	170 301	143 523 ⁷	114 432 ⁶	182 406	
Impala Springs		164 214	145 018	143 687	141 372	158 553	
Marula		5 675	6 247	6 437	7 102	6 331	
Zimplats		50 869	50 269	45 547	51 257	43 864	
Mimosa		10 823	9 945	9 806	9 834	9 815	
Group total		410 344	381 780	349 000	323 997	400 261	
Total indirect CO₂	tonnes						
Impala Rustenburg		2 532 664	2 449 626	2 267 832 ⁷	1 928 823	2 534 307	
Impala Springs		149 779	152 390	150 711	159 445	149 223	
Marula		175 953	192 984	187 298	206 412	175 914	
Zimplats		329 574	326 665	290 863	312 357	366 492	
Mimosa		110 929	164 433	104 818	107 120	106 506	
Group total		3 298 899	3 286 098	3 001 522	2 714 157	3 332 442	
Total direct NO₂	tonnes						
Impala Rustenburg		10 489	10 187	9 468 ⁷	7 932 ⁶	10 644	
Impala Springs		620	634	629	656	633	
Marula		729	802	782	850	746	
Zimplats		2 047	2 128	1 896	1 988	1 555	
Mimosa		689	684	684	682	678	
Group total		14 574	14 435	13 459	12 107	14 257	
Total direct SO₂	tonnes						
Impala Rustenburg		5 369	5 641	4 865	3 729 ⁶	5 832	
Impala Springs		937	677	824	1 005	687	
Marula		0	0	0	0	0	
Zimplats		23 067	25 074	22 017	26 000	12 017	
Mimosa		0	0	0	0	0	
Group total		29 373	31 392	27 706	30 735	18 536	

⁶ Strike impacted, thus comparability impacted year-on-year.

⁷ Post strike ramp-up.

Our performance data

Key production figures						
Land management	Unit	2017	2016	2015	2014	2013
Disturbed areas rehabilitated	ha					
Impala Rustenburg		14.4	4.7	2.4	39.7	18.4
Impala Springs		–	–	–	–	–
Marula		1.1	0.6	1.8	3.0	3.3
Zimplats		53.0	16.0	2.5	3.2	2.5
Mimosa		2.8	6.2	2.7	0.7	4
Group total⁸		71.2	27.5	9.4	46.6	28.2
Current estimate of future rehabilitation costs	Rm					
Impala Rustenburg		931	858	767	729	761
Impala Springs		245	229	137	67	63
Marula		112	109	101	102	94
Zimplats		627	557	413	285	247
Mimosa		0	0	0	0	98
Afplats		18	17	16	16	–
Group total⁸		1 933	1 770	1 434	1 199	1 263
Rehabilitation provisions	Rm					
Impala Rustenburg		497	522	459	436	523
Impala Springs		186	180	96	34	37
Marula		44	52	49	52	54
Zimplats		364	318	236	145	154
Mimosa		0	0	0	0	47
Afplats		8	9	8	8	–
Group total⁸		1 099	1 081	848	675	815

⁸ In line with financial accounting principles and not the DMR requirements.

Key production figures		Total Group 2017	Total Group 2016	Total Group 2015	Total Group 2014
Waste management		Unit			
Non-mineral/non-hazardous waste		tonnes			
Reused		275	367	811	1 014
Recycled		12 251	11 515	10 498	7 582
Recovered		0	0	0	0
Treatment		0	0	0	0
Disposal		4 467	4 457	6 884	3 001
On-site storage		0	0	0	0
Non-mineral/hazardous waste		tonnes			
Reused		2.4	2.5	2.5	3.0
Recycled		33 355	30 892	27 704	23 960
Recovered		180	0	0	0
Treatment		4 920	5 675	5 127	3 294
Disposal		10 918	8 997	7 131	8 251
On-site storage		11.0	8.6	6.1	9.5

Mineral waste	Unit	2017	2016	2015	2014	2013
Accumulated tailings	000 tonnes	21 258	20 936	17 891	16 004	20 770
Accumulated waste rock (on surface)	000 tonnes	869	911	824	778	1 484

Land leased and managed		Implats interest	Mining right (ha)	Prospecting right (ha)
South Africa				
Impala		96%	29 773	–
Impala RBR JV ⁹		49%	–	3 789
Afplats		74%	4 602	1 065
Imbasa		60%	–	1 673
Inkosi		49%	–	2 584
Marula		73%	5 494	223
Two Rivers		49%	10 675	–

Zimbabwe		Implats interest	Mining leases (ha)
Zimplats		87%	48 535
Mimosa		50%	6 594

⁹ Prospecting joint venture with Royal Bafokeng Resources.

Our performance data

MARULA PLATINUM MINE'S SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMICS EMPOWERMENT CHARTER FOR THE SOUTH AFRICA MINING INDUSTRY

Element	Description	Measure	Compliance target by 2016	Mining Charter target 2016	Weighting	Achieved 2016
1 Reporting	Has the company reported the level of compliance with the Charter for the calendar year?	Documentary proof of receipt from the department	Annually	Mar-17	Y/N	Yes
2 Ownership	Minimum target for effective HDSA ownership	Meaningful economic participation	26%	26%	Y/N	Yes
		Full shareholder rights	26%	26%	Y/N	Yes
3 Housing and living conditions	Conversion and upgrading of hostels to attain the occupancy rate of one person per room	Percentage reduction of occupancy rate towards 2014 target	Occupancy rate of one person per room	Baseline	Y/N	N/A
	Conversion and upgrading of hostels into family units	Percentage conversion of hostels into family units	Family units established	Baseline	Y/N	N/A
4 Procurement and Enterprise Development	Procurement spend from BEE entity	Capital goods	40%	40%	5%	5%
		Services	70%	70%	5%	5%
		Consumable goods	50%	50%	2%	2%
	Multinational suppliers contribution to the social fund	Annual spend on procurement from multinational suppliers	0.5% of procurement value	0.50%	3%	0.4%
5 Employment Equity	Diversification of the workplace to reflect the country's demographics to attain competitiveness	Top management level (board)	40%	40%	3%	3%
		Senior management (Exco)	40%	40%	4%	4%
		Middle management	40%	40%	3%	3%
		Junior management	40%	40%	1%	1%
		Core skills	40%	40%	5%	5%
6 Human Resource Development	Development of requisite skills, including support for South African based research and development initiatives intended to develop solutions in exploration, mining, processing, technology efficiency (energy and water use in mining), beneficiation as well as environmental conservation and rehabilitation	HRD expenditure as percentage of total annual payroll (excluding mandatory skills development levy)	5%	5%	25%	25%
7 Mine community development	Conduct ethnographic community consultative and collaborative processes to delineate community needs analysis	Implement approved community projects	Up-to-date project implementation	Implementation of projects will serve to enhance relationships amongst stakeholders leading to communities owing patronage to projects	15%	15%

Element	Description	Measure	Compliance target by 2016	Mining Charter target 2016	Weighting	Achieved 2016
8 Sustainable development and growth	Improvement of the industry's environmental management	Implementation of approved EMPs	100%	Annual progress achieved against approved EMPs	12%	12%
	Improvement of the industry's mine health and safety performance	Implementation of the tripartite action plan on health and safety	100%	Annual progress achieved against commitments in the tripartite action plan on health and safety	12%	11.8%
	Utilisation of South African based research facilities for analysis of samples across the mining value chain	Percentage of samples in South African facilities	100%	100%	5%	5%
9 Beneficiation	Contribution of a mining company towards beneficiation (this measure is effective from 2012)	Additional production volume contributory to local value addition beyond the baseline	Section 26 of the MPRDA (percentage above baseline)	The beneficiation strategy and its modalities of implementation outline the beneficiation requirements per commodity extracted in South Africa	–	–
Total score					100%	97.2%

Our performance data

AFPLATS SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING INDUSTRY

Element	Description	Measure	Compliance target by 2016	Mining Charter target 2016	Weighting	Achieved 2016
1 Reporting	Has the company reported the level of compliance with the Charter for the calendar year?	Documentary proof of receipt from the department	Annually	March 2017	Y/N	Yes
2 Ownership	Minimum target for effective HDSA ownership	Meaningful economic participation	26%	26%	Y/N	Yes
		Full shareholder rights	26%	26%	Y/N	Yes
3 Housing and living conditions	Conversion and upgrading of hostels to attain the occupancy rate of one person per room	Percentage reduction of occupancy rate towards 2014 target	Occupancy rate of one person per room	Baseline	Y/N	N/A
	Conversion and upgrading of hostels into family units	Percentage conversion of hostels into family units	Family units established	Baseline	Y/N	N/A
4 Procurement and Enterprise Development	Procurement spend from BEE entity	Capital goods	40%	40%	6%	0.01%
		Services	70%	70%	6%	6%
		Consumable goods	50%	50%	0%	N/A
	Multinational suppliers contribution to the social fund	Annual spend on procurement from multinational suppliers	0.5% of procurement value	0.50%	3% (N/A)	N/A
5 Employment Equity*	Diversification of the workplace to reflect the country's demographics to attain competitiveness	Top management level (including board)	40%	40%	3% (N/A)	N/A
		Senior management (Exco)	40%	40%	4% (N/A)	N/A
		Middle management	40%	40%	3% (N/A)	N/A
		Junior management	40%	40%	1% (N/A)	N/A
		Core skills	40%	40%	5% (N/A)	N/A
6 Human Resource Development	Development of requisite skills, including support for South African based research and development initiatives intended to develop solutions in exploration, mining, processing, technology efficiency (energy and water use in mining), beneficiation as well as environmental conservation and rehabilitation	HRD expenditure as percentage of total annual payroll (excluding mandatory skills development levy)	5%	5%	25% (N/A)	N/A
7 Mine community development	Conduct ethnographic community consultative and collaborative processes to delineate community needs analysis	Implement approved community projects	Up-to-date project implementation	Implementation of projects will serve to enhance relationships amongst stakeholders leading to communities owing patronage to projects	15%	15%

Element	Description	Measure	Compliance target by 2016	Mining Charter target 2016	Weighting	Achieved 2016
8 Sustainable development and growth	Improvement of the industry's environmental management	Implementation of approved EMPs	100%	Annual progress achieved against approved EMPs	12%	12%
	Improvement of the industry's mine health and safety performance	Implementation of the tripartite action plan on health and safety	100%	Annual progress achieved against commitments in the tripartite action plan on health and safety	12% (N/A)	N/A
	Utilisation of South African based research facilities for analysis of samples across the mining value chain	Percentage of samples in South African facilities	100%		5% (N/A)	N/A
9 Beneficiation	Contribution of a mining company towards beneficiation (this measure is effective from 2012)	Additional production volume contributory to local value addition beyond the baseline	Section 26 of the MPRDA (percentage above baseline)	The beneficiation strategy and its modalities of implementation outline the beneficiation requirements per commodity extracted in South Africa	–	–
Total score					39%	33%

* The operational management of Afplats is handled under Impala Platinum.

* Afplats is rated according to adjusted total of 39 as it is in a care and maintenance phase. The adjustment then translates to an effective 84.6% rating.

Our performance data

RESPONDING TO THE NATIONAL DEVELOPMENT PLAN

The NDP objective	Context and commitments	Our contribution in 2017
Transforming the society and uniting the country	<p>Reducing poverty and inequality by broadening opportunity through economic inclusion, education and skills development</p> <p>Promoting mutual respect Deepening appreciation of our mutual responsibilities</p>	<p>We continue to contribute to building social cohesion by investing in employment opportunities, education, health and infrastructure. We are committed to promoting socio-economic transformation, mutual respect and mutual responsibility, for example employment equity, skills development, preferential procurement and housing. This year we invested R106 million in socio-economic development projects for our South Africa operations, inclusive of our social and labour plan (SLP) commitments. An additional R265 million was spent on improving accommodation and living conditions of our employees (see pages 47 and 48 of our sustainable development (SD) report).</p> <p>A breakdown of our community development expenditure by focus areas is presented in the table on page 43 of our SD report.</p>
An economy that creates more jobs, is more inclusive and that shares the fruits of growth more equitably	<p>In 2030, the economy should be close to full employment</p> <p>It should equip people with the necessary skills. It should ensure that ownership of production is more diverse</p> <p>The functioning of the labour market should be improved through reforms on dispute resolution</p> <p>Small business should be supported</p>	<p>We continue to participate in government's Mining Phakisa process, aimed at accelerating progress in the NDP priority areas.</p> <p>We provided more than 35 000 direct jobs in South Africa.</p> <p>Our procurement spend of R8.7 billion to suppliers and contractors in South Africa stimulated significant employment opportunities throughout our value chain.</p> <p>Our supplier development programme aims to enhance the competitiveness of local small, medium and micro-enterprises (SMMEs) and ≥ 51% black-owned businesses that were already part of the Implats supply chain. With our training spend of R548 million in South Africa, we invested significantly in our people skills.</p> <p>We paid tax of R915 million in South Africa. A breakdown of the economic value added throughout 2017 can be obtained on page 41 of our SD report and in the integrated annual report.</p>
Building safer communities	<p>People living in South Africa should feel safe and have no fear of crime. People should have confidence in the criminal justice system and police service</p> <p>There should be greater provision for community participation in community safety</p>	<p>Implats continues to participate in various mine crime combating forums (MCCF), established through the President's Framework Agreement. These include one in Phokeng (Rustenburg), one in Gauteng (West Rand) and one in Limpopo. Mining house security heads are active participants. The agenda points include but are not limited to:</p> <ul style="list-style-type: none"> • crimes against mine and mine employees • public violence • planned marches • intelligence regarding crime • identification of hotspots • profiling of individuals causing violence/destabilisers <p>Further details on our initiatives to ensure the rule of law, peace and stability in our communities are detailed on page 20.</p>
Improving infrastructure	<p>To grow in a more inclusive manner the country needs higher levels of investment in economic infrastructure, as well as infrastructure that supports human settlements</p>	<p>Our strategic approach to investing in socio-economic development initiatives continues to focus primarily on infrastructure, health, education, community empowerment and poverty alleviation projects. The strategy aims to complement our accommodation and living conditions initiatives, through the provision of schools, clinics and other amenities. Our 2017 achievements for social investments are reviewed from pages 38 to 53 of our SD report.</p>

The NDP objective	Context and commitments	Our contribution in 2017
Reversing the spatial effects of apartheid	Settlement patterns should meet the needs and preferences of citizens taking into account broader social, environmental and economic interests	The Company's investment in the accommodation and living conditions of employees is a pillar of our contribution to the wellbeing of our host communities, and an area where we are recognised as leaders across the sector. Over the last nine years the Company has invested more than R3.7 billion in accommodation around its South African operations, of which R265 million was invested this year. With our housing and community development projects in our areas of operation, we endeavour to create viable local communities in which employees are able to reside with their families in stable, healthy and secure environments.
Improving education, training and innovation and providing quality healthcare	Measures taken to address poor education and health that significantly reduce opportunities for a productive life and undermines the dynamism of the South African economy	<p>This year we invested R106 million in skills development programmes in South Africa, including R38 million on education through our social investment initiatives.</p> <p>Three hundred and fifty-five employees took part in our ABET programme to ensure functional literacy and numeracy.</p> <p>In addition to our occupational health measures we continue to address non-occupational health risks such as TB and HIV through our wellness programmes.</p> <p>We contributed R5 million to projects funded by the Impala Bafokeng Trust (IBT) that benefited around 1 000 vulnerable children, people with HIV/Aids and learners in one of our Rustenburg communities. We continue to support the National Health Insurance initiative through partnerships, working closely with the DoH and through the Bojanala Health Forum.</p>
Fighting corruption	Measures taken to address high corruption levels that frustrate the state's ability to deliver on its development mandate	<p>We aspire to embed an ethical culture in the Company through our corporate values.</p> <p>We have a zero-tolerance stance on fraud and corruption, with all employees, business partners, contractors and associates required to conduct themselves in accordance with the Implats code of ethics and our fraud policy.</p> <p>Adherence to the code of ethics is facilitated by a toll-free ethics helpline for confidential reporting (whistle-blowing) of alleged incidents.</p>
An inclusive and integral rural economy	South Africa's rural communities should have greater opportunities to participate fully in the economic, social and political life of the country through access to good quality education, healthcare, transport and other basic services	<p>Our social investment projects benefited 24 000 people in South Africa. Most of the beneficiaries benefited from infrastructure projects and education programmes (bursaries, learnerships and school support programmes).</p> <p>Our enterprise development interventions helped create or sustain around 400 jobs in small black-owned companies.</p>
Transitioning to a low-carbon resource efficient economy	The country needs a coherent plan to emit less carbon, use water more sustainably, and protect the oceans, soil and wildlife	<p>We have continued to implement energy conservation programmes at our operations and pursue opportunities to use fuel cell technology as an alternative energy source. We work closely with national power utility Eskom, and continue to participate in various demand side management (DSM) programmes. We continued to make good progress in advancing fuel-cell technology initiatives and installed equipment at Impala Rustenburg to improve the real-time monitoring of our electricity consumption. We continue to work with industry bodies and government in seeking an appropriate policy response to climate change that does not compromise the competitiveness of our sector, noting both our important development contribution as well as the role of platinum group metals in the transition to a lower carbon economy.</p> <p>Our 2016 carbon and energy management performance is reviewed on our website.</p>

Our performance data

RESPONDING TO THE PRESIDENT'S FRAMEWORK AGREEMENT

The framework agreement	Context and commitments in signing the PFA, Implats commits to:	Our contribution in 2017
<p>Building a relationship among stakeholders based on trust and respect</p>	<p>Acting in a fair and impartial manner in dealing with unions and acting swiftly where these principles are violated. Working with government and labour to identify and address factors behind workplace conflict</p> <p>Improving internal security measures and consistently implementing them at the workplace</p> <p>Negotiating in the workplace and industry in ways that support long-term development and constructive peaceful labour relations</p>	<p>We continued to engage with labour representatives and various government departments directly, and through working with the Chamber of Mines (the Chamber) to find sustainable solutions to industrial relations challenges in the country. Operations work closely with security to prevent intimidation, and to ensure ethical behaviour. Future forums, as well as employee relations structures, assist in resolving issues.</p> <p>In October 2016, Impala and Marula successfully signed wage agreements with the National Union of Mineworkers (NUM) and the Association of Mineworkers and Construction Union (AMCU). We will continue to assess our relationship with employees and unions and formulate appropriate responses to further enhanced relations.</p>
<p>Strengthening labour relations</p>	<p>Respect the rule of law and the legal framework in labour relations matters. When taking decisions, to take account of both the broader context in South Africa (in particular the need to reduce poverty, inequality and unemployment), as well as the interests of investors. Respect agreements and legal obligations. Contribute to creating cordial relations between unions in the sector. Follow proper labour relations procedures. Work with labour to fast track resolution of disputes. The development of a prenegotiations framework. Recognise and respect cultural diversity in the workplace</p>	<p>We have continued to strengthen our relationships with the AMCU national leadership and its elected representatives at Impala Rustenburg, and have good relations with its union representatives at Marula, as well as with the NUM representatives at all our operations.</p> <p>The envisioned structures required in terms of the recognition agreements with unions are in place and functioning.</p> <p>Union membership verification and processing of union membership stop orders against the Company's payroll is conducted in accordance with the Labour Relations Act and continuously reviewed.</p> <p>Strong collaboration with unions underpinned our ability to peacefully negotiate and sign wage agreements and the rationalising of the workforce at Marula without industrial action taken.</p>

The framework agreement	Context and commitments in signing the PFA, Implats commits to:	Our contribution in 2017
<p>Ensure the rule of law, peace and stability</p>	<p>Properly adhere to laws, regulations and charters governing the sector and consistently apply their policies and respect agreements</p> <p>Take measures to protect staff members from violence and intimidation and to ensure that security personnel act in accordance with the law at all times. Avoid acting in a manner that provokes or raises tensions in the workplace. Participate in the Mine Crime Combating Forum (MCCF)</p> <p>Take all legal steps against unprotected labour actions. Work with government and labour in developing protocols for security and law enforcement. Where possible, inform police of all planned and unplanned strikes and protests</p>	<p>We remain committed to adopting the Voluntary Principles on Security and Human Rights (VPSHR) as defined by the United Nations at our operations. We have conducted a gap analysis against the requirements of the VPSHR and are developing controls to mitigate identified risks and ensure compliance.</p> <p>We remain committed to ensuring the rule of law and continue to work closely with the South African Police Service and MCCF.</p> <p>There were no reports of weapon carrying, or serious violence and intimidation in the period under review.</p> <p>Strategic relationships have been maintained with the Phokeng, Boitekong and public order policing forum.</p> <p>Employees who commit criminal activities on mine premises are handed over to SAPS by our Security division.</p>
<p>Improve living conditions</p>	<p>Accelerating the implementation of human settlement interventions. Assisting with resources and technical support for upgrading human settlements around mining towns within the context of regulatory requirements and additional voluntary contributions</p>	<p>A total of R265 million was expended on employee housing (2016: R236 million).</p> <p>The Company's investment in the accommodation and living conditions of employees is a pillar of our contribution to the wellbeing of our host communities, and an area where we are recognised as leaders across the sector.</p> <p>We continue to work with government, developers and the Royal Bafokeng Nation on housing projects, which extend into other community projects, including roads, electricity, water, health, sewerage and schools.</p> <p>Impala Rustenburg has continued to make progress in advancing home ownership; Our current home ownership flagship project, Platinum Village in Rustenburg, is on track to deliver 2 420 housing units (including 400 rental units) in four phases. During FY2017 we built 121 units at Platinum Village. The construction of a Platinum Village school, in partnership with the North West Department of Education and the IBT, was successfully completed during the year and both schools (primary and secondary) opened for the 2017 academic year. Both schools have a combined capacity for 1 700 learners.</p> <p>Our Marula operation completed its housing project in 2016, delivering 150 sectional title units for employee home ownership.</p>

Our performance data

The framework agreement	Context and commitments in signing the PFA, Implats commits to:	Our contribution in 2017
<p>Assist workers with financial literacy and financial planning</p>	<p>Empower employees to be able to adequately manage their financial affairs. Find sustainable solutions to employee indebtedness and guard against unscrupulous micro lenders. Inform individual employees upon receipt of emolument garnishee orders</p>	<p>The Company's wellness committees continue to focus on issues that negatively impact on employees' financial wellness and revise appropriate initiatives on an ongoing basis.</p> <p>Financial literacy is addressed as part of the Implats team mobilisation and ex leave induction training.</p> <p>We continue to scrutinise judgments received and reject those that are unlawful. Employees are approached and informed of garnishee orders pending against them prior to implementation thereof. Employees are educated on how to manage their finances on an ongoing basis.</p> <p>In 2017, 161 employees were enrolled for ABET, which provides basic numeracy skills.</p>
<p>Reaching optimal levels of transformation</p>	<p>Accelerate progress in transformation, including the areas of ownership, procurement, employment, beneficiation, human resource development, as well as health and safety in line with the targets set out in the Mining Charter. Review its long-term strategy and support initiatives for restructuring, reskilling to achieve competitiveness, sustainable growth and transformation</p>	<p>Implats has continued to focus on advancing transformation. Our efforts to promote diversity and transformation are reported on page 37 of the 2017 SD report.</p>
<p>Transform the migrant labour system</p>	<p>Improve socio-economic conditions in labour sending areas</p> <p>Enforce and implement all elements and commitments of the Mining Charter. Ensure integration and implementation of SLPs and IDPs in labour sending areas and mining areas</p>	<p>Implats participates in the task team spearheaded by the Department of Performance, Monitoring and Evaluation (DPME) – a multi-stakeholder committee consisting of labour, industry and government – established in 2014 to participate in the government driven policy review around migrant labour.</p> <p>SLP plans are developed through an engagement process with the Mine Communities Leadership Engagement Forum (MCLEF) and are aligned with the municipalities' IDPs. We have continued to deliver on our commitments and engage regularly with key stakeholders in our areas of operation – see pages 20 and 21 of the 2017 SD report.</p>
<p>Resolve labour disputes as speedily as possible in the best interest of members and South Africa</p>	<p>Negotiate in the workplace and industry in ways that support long-term development and constructive peaceful labour relations</p>	<p>Impala works closely with unions to resolve all internal disputes through dispute resolution mechanisms and within the auspices of the Commission for Conciliation Mediation and Arbitration (CCMA). Task teams, including HR managers and union representatives, continue to address issues raised in wage agreements. We continue to make good progress in the following key areas: employee health and wellbeing, employee share ownership plans; industrial relations; and housing and living conditions – see pages 36 to 48 of the 2017 SD report.</p>



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