

MINING CHARTER PERFORMANCE



POWERING POSSIBILITY

Element	Metric	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014*	Actual 2015**
Ownership	Black ownership	● 52,10%	● 52,14%	● 52,14%	● 52,09%	● 52,09%	● 52,09%
Beneficiation	Domestic use	● Yes	● Yes	● Yes	● Yes	● Yes	● Yes
Procurement and enterprise development	Capital goods	● 43%	● 45%	● 59%	● 49%	● 34%	● 53%
	Services	● 24%	● 42%	● 37%	● 58%	● 69%	● 82%
	Consumables	● 25%	● 43%	● 47%	● 62%	● 71%	● 79%
Employment equity	Top management	● 50%	● 60%	● None	● 60%	● 67%	● 79%
	Senior management	● 30%	● 34%	● 44%	● 53%	● 42%	● 34%
	Middle management	● 51%	● 54%	● 54%	● 55%	● 57%	● 56%
	Junior management	● 63%	● 64%	● 69%	● 65%	● 73%	● 75%
	Core and critical skills	● 25%	● Not reported	● 98%	● 96%	● 98%	● 96%
Human resources development	Percentage of payroll (excl levies)	● 5,1%	● 5,5%	● 6,6%	● 5,3%	● 9,95%	● 7,9%
Community development	% of net profit after tax or LED project completion	● 2,5%	● 1,8%	● 4,7%	● 0,9%	● 1,8%	● 62%
Housing and living	Hostel conversion Occupancy rate Home ownership	1,15% of employees	22%	● No employees sharing rooms	● Number of people sharing – 0	● 100%	● 100%
Sustainable development	Environment	● Programmes in place to achieve target by 2014	Implementation of approved EMPs	Rehabilitation and closure plans drafted for all mines	● Implementation of approved EMPs	● 91%	● 93%
	Health and safety	Developmental plans for 70% of actions for safety and health	Health: 100% of mandatory reports submitted	MOSH leading practices and MHSC research findings investigated and implemented	Leadership strategies (programmes implemented)	● 98%	● 90%
	Research and development	● 100%	Samples predominantly analysed in South Africa	● 100%	● 100%	● 100%	● 100%
Reporting	Annual reporting to DMR	● Yes	● Yes	● Yes	● Yes	● Yes	● Yes

- Missed target
- Missed target by <5%
- Met/exceeded target

* The 2014 scorecard reflects the average across eight operational mining right sites only.

** The 2015 scorecard reflects the average across seven operational mining right sites only and excludes the ECC mines.