

# 2023 Indicator report

## Key data for environmental performance

		2023	2022	2021	Assurance
<b>Environmental management</b>					
Energy usage <sup>1</sup>	gigajoules	96 600	142 100	83 300	✓
Scope 1 emissions	tCO <sub>2</sub> e	5 600	7 900	4 000	✓
Scope 2 emissions	tCO <sub>2</sub> e	4 100	7 400	6 900	✓
<b>Scope 1 and 2 emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>9 700</b>	<b>15 300</b>	<b>10 900</b>	✓
Scope 3 emissions	tCO <sub>2</sub> e	40 800	87 400	45 400	✓
<b>Carbon footprint</b>	<b>tCO<sub>2</sub>e</b>	<b>50 500</b>	<b>102 700</b>	<b>56 300</b>	✓
Scope 1 and 2 emissions intensity	tCO <sub>2</sub> e/Rm	0.40	0.51	0.50	✓
Water usage	megalitres	20	43	25	✓
Water usage intensity	megalitres/Rm	0.00081	0.00143	0.00114	✓
ISO 14001 implementation	% coverage	83	83	83	▬
<b>Environmental incidents</b>					
Serious incidents (Level 3 <sup>2</sup> )		0	0	0	▬
Minor incidents (Level 2 <sup>3</sup> )		0	1	1	✓
Insignificant incidents (Level 1 <sup>4</sup> )		159	380	249	✓
<b>Total incidents</b>		<b>159</b>	<b>381</b>	<b>250</b>	✓

<sup>1</sup> The majority of energy sources used in FY2023 were diesel, petrol and electricity.

<sup>2</sup> Level 3: moderate reversible environmental impact which is short term, requiring moderate remediation and is contained within site limits.

<sup>3</sup> Level 2: negligible reversible environmental impact, requiring moderate remediation and is contained within site limits.

<sup>4</sup> Level 1: negligible reversible environmental impact, requiring very minor or no remediation and is contained within site limits.

 Improved
  Worsened
  No change

2023 Indicator report *continued*

## Key data for social performance

		2023	2022	2021		Assurance
<b>Lag safety indicators</b>						
Fatalities		1	0	1	▼	Limited
Fatal incident frequency rate	per million hours	0.05	0	0.05	▼	Limited
High potential incidents		9	13	7	✓	
High potential incidents frequency rate	per million hours	2.0	0.51	0.32	▼	
Lost time injuries		13	15	19	✓	
Lost time injury frequency rate	per million hours	0.64	0.58	0.90	▼	Limited
Total recordable cases		79	99	114	✓	
Total recordable case rate	per million hours	3.86	3.86	5.14	▬	
Operations that maintained ISO 45001 certification	%	100	100	100	▬	
<b>Lead safety indicators</b>						
Hazards observations		73 038	90 593	62 956	▼	
Hazards observations frequency rate	per million hours	3 572	3 529	2 836	✓	
Leadership engagements		15 979	40 268	33 580	▼	
Leadership engagements frequency rate	per million hours	772	1 569	1 513	▼	
<b>Work-related health</b>						
Noise induced hearing loss cases		4	0	2	▼	
Silicosis cases		0	0	0	▬	
Total occupational diseases		4	0	2	▼	
Total occupational disease frequency rate	per million hours	0.20	0	0.09	▼	
<b>Communicable diseases</b>						
Number of malaria cases		0	0	0	▬	
Number of voluntary HIV tests		99	358	1 437	▼	
HIV prevalence (among employees tested)	%	0	0.6	0	✓	
Number of HIV positive cases		0	2	0	✓	
Number of TB screens		99	80	1 278	✓	
New cases of TB		0	1	0	✓	
<b>Alcohol and drug testing</b>						
Number of random alcohol tests		1 056 046	1 123 664	992 460	▼	
Alcohol tests that were positive	%	0.05	0.08	0.01	✓	
Number of random drug tests		7 795	10 036	7 217	▼	
Drug tests that were positive	%	0.5	0.3	0.7	▼	

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2023 Indicator report *continued*Key data for social performance *continued*

		2023	2022	2021	Assurance
<b>Number of employees</b>					
Permanent employees	%	5 443	8 394	9 393	▼
Workforce based in South Africa	%	75	39	43	✓
Individuals employed through contracting and joint-venture agreements		1 100	1 190	1 025	▼
<b>Avoidable turnover (resignations)</b>					
Overall	%	13	11	11	▼
South Africa	%	6	6	4	▬
Americas	%	13	10	6	▼
<b>Union membership<sup>1</sup></b>					
South Africa	%	54	64	76	▼
<b>Learning and development</b>					
Spend	Rm	112	130	99	▼
Number of employees trained		7 720	7 109	5 57	✓
Training hours per employee	hours	13	36	Not reported	▼
<b>Women representation</b>					
Overall	%	15	15	12	▬
Top management	%	11	7	7	✓
Senior management	%	10	14	12	▼
<b>Board composition</b>					
Women	%	25	30	30	▼
Black South Africans	%	38	60	60	▼

<sup>1</sup> Privacy and freedom of association laws in the United States and Australia prevent access to information relating to labour union membership.

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2023 Indicator report *continued*Key data for social performance *continued*

## EMPLOYMENT EQUITY PROFILE OF THE SOUTH AFRICAN WORKFORCE AT 30 JUNE 2023

Level	Men (number)				Women (number)				Foreigners (number)		Total	Black representation (%)		
	A	C	I	W	A	C	I	W	Men	Women		2023	2022	
Top <sup>1</sup>	2	–	–	4	1	–	–	–	1	–	37	27	✓	
Senior <sup>1</sup>	5	1	2	33	–	–	1	3	1	–	20	19	✓	
Middle <sup>1</sup>	82	12	7	113	19	3	7	14	3	–	50	41	✓	
Junior <sup>1</sup>	780	19	7	311	119	6	5	32	18	2	75	65	✓	
Semi-skilled	1 457	9	1	30	357	8	1	10	102	–	93	90	✓	
Unskilled	317	33	–	2	65	27	–	–	38	2	92	90	✓	
<b>Total</b>	<b>2 643</b>	<b>74</b>	<b>17</b>	493	561	44	14	59	163	4	<b>82</b>	<b>77</b>	✓	

A = African, C = Coloured, I = Indian and W = White.

<sup>1</sup> Management level.

		2023	2022	2021	Assurance
<b>BBBEE</b>					
BBBEE rating		Level 1	Level 1	Level 1	✓
BBBEE score	%	101.83	102.2	102.5	✓
Equity ownership	%	111.11	114.8	111.1	✓
Management control	%	60.95	58.6	59.7	✓
Skills development	%	94.36	97.4	98.9	✓
Enterprise and supplier development	%	103.07	100.6	100.0	✓
Socioeconomic development	%	120.0	120.0	120.0	✓
<b>Preferential procurement as a percentage of total procurement</b>					
Qualifying small enterprises and exempted micro enterprises	%	25	24	26	✓
Suppliers that are >50% black owned	%	36	45	41	✓
<b>Community development</b>					
CSI in community programmes	Rm	4,3	8,8	8,7	✓
Letsema Sizwe Trust (community benefits)	Rm	1,3	1,6	3,2	✓
Letsema Khanyisa Trust (employee benefits)	Rm	1,3	2,2	3,4	✓
<b>Total CSI spend</b>	<b>Rm</b>	<b>6,9</b>	<b>12,6</b>	<b>15,3</b>	

## KEY DATA FOR ETHICAL BUSINESS CONDUCT

		2023	2022	2021	Assurance
<b>Whistle-blowing reports</b>					
Number of reports		7	15	10	✓
Number of reports still under investigation at year end		2	1	Not reported	✓
Number of reports confirmed as legitimate		1	1	Not reported	–
<b>Data protection and cybersecurity</b>					
Data loss incidents		0	0	Not reported	–
Cyber breaches		0	0	Not reported	–

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2023 Indicator report *continued*

## Value added statement

		2023	% Change	2022*	Assurance
<b>Financial performance</b>					
Revenue	Rm	12 460	42%	8 754	✓
Operating costs	Rm	12 369	43%	8 672	✓
Cash and cash equivalents	Rm	1 264	-44%	2 256	▼
Operating cash inflow/(outflow) (before dividends)	Rm	112	164%	(175)	✓
Order book relative to revenues	times	1.2 times		2.0 times	▼
<b>Economic contribution and distribution to stakeholders</b>					
Value added to employees	Rm	6 005	28%	4 701	✓
Value added to providers of finance (net)	Rm	267	44%	186	✓
Value added to government	Rm	58	-52%	120	▼
Value added to maintain and expand the Group	Rm	(2 821)	-626%	536	▼
<b>Total value added</b>	<b>Rm</b>	<b>3 509</b>	<b>-37%</b>	<b>5 543</b>	▼

\* Restated for discontinued operations.

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  Worsened
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