

2024 INDICATOR REPORT

Key data for environmental performance[#]

		2024	2023	2022	Assurance	
Environmental management						
Energy usage ¹	gigajoules	55 690	55 870	54 890	✓	Limited
Scope 1 emissions	tCO ₂ e	3 190	2 940	2 270	▼	Limited
Scope 2 emissions	tCO ₂ e	2 450	3 580	6 160	✓	Limited
Scope 1 and 2 emissions	tCO₂e	5 640	6 520	8 430	✓	Limited
Scope 3 emissions	tCO ₂ e	52 470	76 400	87 400	✓	
Total Scope 1, 2 and 3 emissions	tCO₂e	58 110	82 920	95 850	✓	
Scope 1 and 2 emissions intensity	tCO ₂ e/Rm	0.42	0.52	0.28	✓	
Water usage	megalitres	42 230	43 020	47 560	✓	Limited
Water usage intensity	megalitres/Rm	3.11	3.45	1.59	✓	
ISO 14001 implementation	% coverage	98	83	83	✓	Certified
Environmental incidents						
Serious incidents (Level 3 ²)		0	0	0	■	
Minor incidents (Level 2 ³)		5	0	1	▼	
Insignificant incidents (Level 1 ⁴)		131	159	380	✓	
Total incidents		136	159	381	✓	

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

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

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

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

[#] Data for FY2022 and FY2023 restated.

✓ Improved
▼ Worsened
■ No change

2024 Indicator report *continued*

Key data for social performance

	2024	2023	2022	Assurance	
Lag safety indicators					
Fatalities	0	1	0	✔ Limited	
Fatal incident frequency rate	per million hours	0	0.05	0	✔ Limited
High potential incidents	6	9	13	✔	
High potential incidents frequency rate	per million hours	0.46	0.44	0.51	▽
Lost time injuries	16	13	15	▽	
Lost time injury frequency rate	per million hours	1.23 ¹	0.64	0.58	▽ Limited
Total recordable cases	58	79	99	✔	
Total recordable case rate	per million hours	4.45	3.86	3.86	▽
Operations that maintained ISO 45001 certification	%	100	100	100	■
Lead safety indicators					
Hazards observations	29 662	73 038 ²	90 593	▽	
Hazards observations frequency rate	per million hours	2 354	3 572	3 529	▽
Leadership engagements	18 800	15 979	40 268	✔	
Leadership engagements frequency rate	per million hours	1 446	1 214	1 569	✔
Work-related health					
Noise induced hearing loss cases	0	4	0	✔	
Silicosis cases	0	0	0	■	
Total occupational diseases	0	1	0	✔	
Total occupational disease frequency rate	per million hours	0	0.05	0	✔
Communicable diseases					
Number of malaria cases	0	0	0	■	
Number of voluntary HIV tests	95	99	358	✔	
HIV prevalence (among employees tested)	%	0	0	0.6	■
Number of HIV positive cases	0	0	2	■	
Number of TB screens	407	99	80	✔	
New cases of TB	0	0	1	■	
Alcohol and drug testing					
Number of random alcohol tests	1 044 557	1 056 046	1 123 664	▽	
Alcohol tests that were positive	%	0.02	0.05	0.08	✔
Number of random drug tests	21 454	7 795	10 036	✔	
Drug tests that were positive	%	0.1	0.5	0.3	✔

¹ The deterioration in the rate is due to a small increase in the number of incidents recorded, but mostly due to a significant reduction in hours worked due to the exclusion of hours previously recorded for Clough and RUC.

² Prior period included Clough & RUC.

✔ Improved ▽ Worsened ■ No change

2024 Indicator report *continued*

Key data for social performance *continued*

		2024	2023	2022	Assurance
Number of employees					
Permanent employees	%	5 309	5 443	8 394	▼
Workforce based in South Africa	%	76,9	75	39	✓
Individuals employed through contracting and joint-venture agreements		1 155	1 100	1 190	✓
Avoidable turnover (resignations)					
Overall	%	13,6	13	11	▼
South Africa	%	13	6	6	▼
Americas	%	17	13	10	▼
Union membership¹					
South Africa	%	72	54	64	✓
Learning and development					
Spend	Rm	111,7	112	130	▼
Number of employees trained		6 671	7 720	7 109	▼
Training hours per employee	hours	108	65	42	✓
Women representation					
Overall	%	15,3	15	15	✓
Top management	%	0	11	7	▼
Senior management	%	15,3	10	14	✓
Board composition					
Women	%	25	25	30	▢
Black South Africans	%	50	50	60	▢

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

✓ Improved
▼ Worsened
▢ No change

2024 Indicator report *continued*

Key data for social performance *continued*

Employment equity profile of the South African workforce at 30 June 2024

Level	Men (number)				Women (number)				Sub Total	Foreigners (number)		Total	Black representation (%)		
	A	C	I	W	A	C	I	W		Men	Women		2024	2023	
Top ¹	2	-	-	4	-	-	-	-	6	1	-	7	29	37	▼
Senior ¹	7	1	1	27	1	-	1	3	41	1	-	42	33	20	✓
Middle ¹	60	3	5	102	21	3	7	14	215	3	2	220	45	50	▼
Junior ¹	717	14	8	254	115	6	4	32	1 150	18	-	1 168	74	75	▼
Semi-skilled	1 497	9	-	31	304	8	1	10	1 860	98	-	1 958	93	93	■
Unskilled	413	49	-	1	170	27	-	-	660	37	1	698	94	92	✓
Total	2 696	76	14	419	611	44	12	52	3 924	158	3	4 085	85	82	✓

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

	2024	2023	2022	Assurance	
BBBEE					
BBBEE rating	Level 1	Level 1	Level 1	■	Verified
BBBEE score	% 101.37	101.83	102.2	▼	Verified
Equity ownership	% 65.08	111.11	114.8	▼	Verified
Management control	% 62	69	59	▼	Verified
Skills development	% 96.39	94.36	97.4	✓	Verified
Enterprise and supplier development	% 105.48	103.07	100.6	✓	Verified
Socioeconomic development	% 120.0	120.0	120.0	■	Verified
Preferential procurement as a percentage of total procurement					
Qualifying small enterprises and exempted micro enterprises	% 16.93	25	24	▼	Verified
Suppliers that are >50% black owned	% 59.97	36	45	✓	Verified
Community development					
CSI in community programmes	Rm 1.8	4.3	8.8	▼	
Letsema Sizwe Trust (community benefits)	Rm 1.0	1.3	1.6	▼	
Letsema Khanyisa Trust (employee benefits)	Rm 1.4	1.3	2.2	✓	
Total CSI spend	Rm 4.2	6.9	12.6	▼	

Key data for ethical business conduct

	2024	2023	2022	Assurance	
Whistle-blowing reports					
Number of reports	12	7	15	✓	
Number of reports still under investigation at year end	0	2	1	✓	
Number of reports confirmed as legitimate	1	1	1	■	
Data protection and cybersecurity					
Data loss incidents	0	0	0	■	
Cyber breaches	0	0	0	■	

2024 Indicator report *continued*

Value added statement

		2024	% Change	2023*	Assurance
Financial performance					
Revenue	Rm	13 452	8%	12 460	✓
Operating costs	Rm	13 282	7%	12 369	✓
Cash and cash equivalents	Rm	1 633	29%	1 264	✓
Operating cash inflow/(outflow) (before dividends)	Rm	962	759%	112	✓
Order book relative to revenues	times	1.3 times	8%	1.2 times	✓
Economic contribution and distribution to stakeholders					
Value added to employees	Rm	5 284	-12%	6 005	▼
Value added to providers of finance (net)	Rm	130	-51%	267	▼
Value added to government	Rm	144	148%	58	✓
Value added to maintain and expand the Group	Rm	225	108%	(2 821)	✓
Total value added	Rm	5 783	65%	3 509	✓

* Restated for discontinued operations.

✓ Improved
▼ Worsened
▬ No change