

SUSTAINABILITY DATA TABLES

2016



We do it better

SAFETY

| Operation | SHEQ certification | LTIFR | | | | | Awards/Achievements in F2016 |
|--------------------------|---|-------------|-------|-------|-------|-------|---|
| | | F2016 | F2015 | F2014 | F2013 | F2012 | |
| Ferrous Division | | | | | | | |
| Beeshoek Mine | ISO 9001, ISO 14001, OHSAS 18001 | 0.07 | 0.07 | – | 0.07 | – | Completed 3.2 million fatality free shifts. Also completed 14 000 fatality free production shifts over 13 years. |
| Black Rock Mine | ISO 9001, ISO 14001, OHSAS 18001 certification in progress | 0.35 | 0.35 | 0.44 | 0.33 | 0.19 | Completed 4.7 million fatality free shifts. |
| Cato Ridge Works | ISO 9001, ISO 14001, OHSAS 18001 | 0.17 | 0.38 | 0.12 | 0.10 | 0.52 | Completed 2.0 million fatality free shifts. |
| Dwarsrivier Mine | ISO 9001, ISO 14001, OHSAS 18001 | 0.17 | 0.18 | 0.45 | 0.87 | 0.76 | Completed 3.4 million fatality free shifts. |
| Khumani Mine | Integrated certification of ISO 9001, ISO 14001 and OHSAS 18001. Also SANS 16001 certified | 0.17 | 0.29 | 0.10 | 0.22 | 0.11 | Completed 800 000 fatality free shifts. |
| Machadodorp Works | ISO 9001, ISO 14001, OHSAS 18001 | 0.55 | – | 0.32 | – | 0.16 | Completed 1 million fatality free shifts. |
| Platinum Division | | | | | | | |
| Modikwa Mine | ISO 14001 | 0.64 | 0.73 | 0.87 | 1.16 | 0.81 | Achieved 2.7 million fatality free shifts. |
| Nkomati Mine | ISO 9001, ISO 14001, OHSAS 18001 | 0.09 | 0.23 | 0.03 | 0.11 | 0.25 | Completed 5.2 million fatality free shifts. Recognised at the Mine Safe Conference with four awards: <ul style="list-style-type: none"> > 1st prize for environmental performance; > 2nd prize for safety improvement; > 3rd prize for Best in Class safety improvement; and > 2nd prize for year on year safety improvement (contractors' category). |
| Two Rivers Mine | OHSAS 18001. Aligning SHEQ systems with ISO 14001. Training Centre is ISO 9001 certified | 0.41 | 0.24 | 0.28 | 0.33 | 0.29 | Completed 3.2 million fatality free shifts. |
| Copper Division | | | | | | | |
| Lubambe Mine | Aligning SHEQ systems with ISO 14001 and OHSAS 18001. Training Centre is ISO 9001 certified | 0.21 | 0.21 | 0.19 | 0.16 | 0.22 | Completed 3.3 million fatality free shifts. Remains fatality free since the start of the project in October 2010. |

SAFETY continued

SAFETY PERFORMANCE BY REGION

| | F2016 | | | | | |
|---|------------|---------------------|--------------------|-------------------------|----------------------------------|---------------------------------|
| | Fatalities | Reportable Injuries | Lost Time Injuries | Fatality Frequency Rate | Reportable Injury Frequency Rate | Lost Time Injury Frequency Rate |
| KwaZulu Natal (Cato Ridge Works) | – | 1 | 1 | – | 0.17 | 0.17 |
| Mpumalanga (Dwarsrivier, Modikwa, Two Rivers and Nkomati Mines and Machadodorp Works) | – | 40 | 61 | – | 0.26 | 0.40 |
| Northern Cape (Beeshoek, Black Rock and Khumani Mines) | – | 16 | 19 | – | 0.19 | 0.23 |
| Zambia (Lubambe Mine) | – | 3 | 5 | – | 0.13 | 0.21 |
| ARM total | – | 60 | 86 | – | 0.23 | 0.32 |

| | F2015 | | | | | |
|---|------------|---------------------|--------------------|-------------------------|----------------------------------|---------------------------------|
| | Fatalities | Reportable Injuries | Lost Time Injuries | Fatality Frequency Rate | Reportable Injury Frequency Rate | Lost Time Injury Frequency Rate |
| KwaZulu Natal (Cato Ridge Works) | – | 3 | 3 | – | 0.38 | 0.38 |
| Mpumalanga (Dwarsrivier, Modikwa, Two Rivers and Nkomati Mines and Machadodorp Works) | – | 48 | 69 | – | 0.29 | 0.42 |
| Northern Cape (Beeshoek, Black Rock and Khumani Mines) | 2 | 22 | 25 | 0.02 | 0.25 | 0.28 |
| Zambia (Lubambe Mine) | – | 5 | 6 | – | 0.17 | 0.21 |
| ARM total | 2 | 78 | 103 | 0.01 | 0.27 | 0.36 |

SECTION 54 AND SECTION 55 NOTICES

| | Section 54 Notices | | | | | Shifts/days lost | | | | |
|--------------------------|--------------------|-------|-------|-------|-------|------------------|-------|-------|-------|-------|
| | F2016 | F2015 | F2014 | F2013 | F2012 | F2016 | F2015 | F2014 | F2013 | F2012 |
| Ferrous division | | | | | | | | | | |
| Beeshoek Mine | – | – | – | 1 | 1 | – | – | – | 6 | – |
| Khumani Mine | – | 3 | 2 | 2 | 3 | – | 11 | – | – | – |
| Black Rock Mine | 1 | – | – | 2 | 3 | – | – | – | 2 | – |
| Dwarsrivier Mine | 5 | 3 | 3 | 2 | 3 | 11 | 12 | 18 | 7 | 7 |
| Platinum division | | | | | | | | | | |
| Nkomati Mine | 4 | 2 | – | – | – | 14 | 5 | – | – | – |
| Two Rivers Mine | 7 | 1 | – | – | 3 | 17 | 6 | – | – | 17 |
| Modikwa Mine | 16 | 20 | 15 | 11 | 6 | 35 | 62 | 57 | 15 | – |
| ARM total | 33 | 29 | 20 | 18 | 19 | 77 | 96 | 75 | 30 | 24 |

| | Section 55 Notices | | | | | Shifts/days lost | | | | |
|--------------------------|--------------------|-------|-------|-------|-------|------------------|-------|-------|-------|-------|
| | F2016 | F2015 | F2014 | F2013 | F2012 | F2016 | F2015 | F2014 | F2013 | F2012 |
| Ferrous division | | | | | | | | | | |
| Beeshoek Mine | – | – | 2 | – | 1 | – | – | – | – | 13 |
| Khumani Mine | – | – | 1 | 2 | 3 | – | – | 1 | – | – |
| Black Rock Mine | – | – | 1 | 3 | 6 | – | – | – | – | – |
| Dwarsrivier Mine | 1 | 2 | 6 | 5 | 2 | – | – | – | – | – |
| Platinum division | | | | | | | | | | |
| Nkomati Mine | 1 | 1 | 1 | – | 1 | – | – | – | – | – |
| Two Rivers Mine | 1 | – | – | – | 3 | – | – | – | – | – |
| Modikwa Mine | – | – | 8 | – | – | – | – | – | – | – |
| ARM total | 3 | 3 | 19 | 10 | 16 | 0 | 0 | 1 | 0 | 13 |

OCCUPATIONAL HEALTH AND WELLNESS

CHRONIC CONDITIONS

| | F2016 | | | |
|---|-------------------|----------|-----------------------------------|--|
| | Newly diagnosed | Existing | Total of employees with condition | Percentage of total workforce affected |
| Hypertension | 103 | 1 645 | 1 748 | 8.1% |
| Diabetes Type 1 | 2 | 26 | 28 | 0.1% |
| Diabetes Type 2 | 20 | 427 | 447 | 2.1% |
| Epilepsy | – | 14 | 14 | 0.1% |
| Upper Respiratory Tract Infections (URTI) (including repeats) | Varies seasonally | 9 297 | 9 297 | 43.2% |

AUDIOMETRIC EXAMINATIONS

| | F2016 | F2015 | F2014 | F2013 | F2012 |
|---|--------|--------|--------|--------|--------|
| Number of tests performed | 29 715 | 42 627 | 42 871 | 44 163 | 40 710 |
| Number of tests referred | 93 | 144 | 197 | 81 | 113 |
| Percentage of total (referred/performed) | 0.31 | 0.34 | 0.46 | 0.18 | 0.28 |
| Number of tests submitted for compensation | 20 | 30 | 54 | 56 | 45 |
| Percentage of total (comp. submit./performed) | 0.07 | 0.07 | 0.13 | 0.13 | 0.11 |
| Number of cases compensated | 15 | 12 | 20 | 12 | |
| Percentage of total (compensated/referred) | 16.13 | 8.33 | 10.15 | 14.81 | |

NOISE INDUCED HEARING LOSS

| | F2016 | |
|---|---------------------|-------------------------------|
| | Number of employees | Percentage of total workforce |
| Shifts in PLH (percentage loss of hearing) | | |
| PLH >5% to <10% | 507 | 2.3% |
| PLH >10% | 280 | 1.3% |

NOISE INDUCED HEARING LOSS PER OPERATION

| Operation | F2016 | | F2015 | | F2014 | | F2013 | |
|-------------------|-----------|----------------------------|----------|----------------------------|----------|----------------------------|----------|----------------------------|
| | Referred | Submitted for compensation | Referred | Submitted for compensation | Referred | Submitted for compensation | Referred | Submitted for compensation |
| Beeshoek Mine | 23 | 3 | 51 | 13 | 28 | – | 1 | – |
| Khumani Mine | 3 | 1 | 17 | 1 | 6 | 1 | 12 | 3 |
| Black Rock Mine | 9 | – | 5 | 2 | 53 | 11 | 10 | 6 |
| Dwarsrivier Mine | 2 | – | 4 | – | 4 | 1 | 2 | 1 |
| Cato Ridge Works | – | – | 2 | – | 16 | – | 5 | – |
| Machadodorp Works | – | – | – | – | 1 | – | 15 | 4 |
| Nkomati Mine | 5 | 1 | 5 | 2 | 13 | 3 | 15 | 11 |
| Two Rivers Mine | – | – | 2 | – | 3 | 1 | 6 | 1 |
| Modikwa Mine | 51 | 15 | 58 | 12 | 73 | 37 | 15 | 30 |
| ARM total | 93 | 20 | 144 | 30 | 197 | 54 | 81 | 56 |

ENVIRONMENT

CARBON FOOTPRINT (tCO₂e): SCOPE 1 & 2 ON AN ATTRIBUTABLE BASIS

| | F2016 | F2015 | F2014 | F2013 | F2012 |
|-------------------|------------------|-----------|-----------|-----------|-----------|
| Beeshoek Mine | 37 211 | 42 934 | 36 614 | 42 528 | 26 375 |
| Khumani Mine | 146 394 | 132 638 | 129 918 | 132 840 | 126 656 |
| Blackrock Mine | 61 773 | 72 419 | 55 107 | 56 064 | 69 692 |
| Dwarsrivier Mine | 32 221 | 28 891 | 26 979 | 26 544 | 25 097 |
| Cato Ridge Works | 335 633 | 420 536 | 443 379 | 417 863 | 538 080 |
| Machadodorp Works | 2 611 | 116 271 | 132 951 | 153 990 | 623 954 |
| Nkomati Mine | 213 557 | 202 826 | 197 117 | 202 575 | 191 577 |
| Two Rivers Mine | 126 467 | 114 399 | 112 846 | 103 090 | 100 027 |
| Modikwa Mine | 116 756 | 107 398 | 86 905 | 102 695 | 103 885 |
| Lubambe Mine | 4 955 | 7 409 | 6 625 | 5 581 | 4 459 |
| Corporate office | 168 | 410 | 217 | 410 | 403 |
| ARM total | 1 077 746 | 1 246 131 | 1 228 656 | 1 244 180 | 1 810 205 |
| Ferrous division | 615 843 | 813 691 | 824 948 | 829 829 | 1 409 854 |
| Platinum division | 456 780 | 424 622 | 396 868 | 408 360 | 395 489 |
| Copper division | 4 954 | 7 409 | 6 625 | 5 581 | 4 459 |
| Corporate office | 167 | 410 | 217 | 410 | 403 |
| ARM total | 1 077 744 | 1 246 132 | 1 228 656 | 1 244 180 | 1 810 205 |

ELECTRICITY (MWH) – 100% BASIS

| | F2016 | F2015 | F2014 | F2013 | F2012 |
|-------------------|------------------|--------------|--------------|-----------|-----------|
| Beeshoek Mine | 35 627 | 38 396 | 38 970 | 40 559 | 33 166 |
| Khumani Mine | 200 131 | 186 112 | 175 213 | 165 930 | 158 562 |
| Blackrock Mine | 108 039 | 105 739 | 102 881 | 99 016 | 114 955 |
| Dwarsrivier Mine | 58 122 | 56 218 | 50 872 | 51 653 | 49 185 |
| Cato Ridge Works | 473 292 | 608 273 | 639 712 | 608 353 | 743 054 |
| Machadodorp Works | 12 171 | 169 480 | 207 973 | 233 680 | 1 014 567 |
| Nkomati Mine | 350 847 | 353 249 | 348 612 | 338 938 | 309 533 |
| Two Rivers Mine | 213 076 | 209 616 | 202 558 | 188 859 | 181 854 |
| Modikwa Mine | 265 561 | 261 567 | 259 140 | 244 637 | 247 608 |
| Lubambe Mine | 103 776 | 113 801 | 118 962 | 73 510 | 13 190 |
| Corporate office | 160 | Not material | Not material | 364 | 360 |
| ARM total | 1 820 802 | 2 102 451 | 2 144 894 | 2 045 499 | 2 866 033 |
| Ferrous division | 887 382 | 1 164 218 | 1 215 622 | 1 199 190 | 2 113 488 |
| Platinum division | 829 484 | 824 432 | 810 310 | 772 435 | 738 995 |
| Copper division | 103 776 | 113 801 | 118 962 | 73 510 | 13 190 |
| Corporate office | 160 | Not material | Not material | 364 | 360 313 |
| ARM total | 1 820 802 | 2 102 451 | 2 144 894 | 2 045 499 | 2 866 033 |

ENVIRONMENT continued

DIESEL CONSUMPTION (000 LITRES) – 100% BASIS

| | F2016 | F2015 | F2014 | F2013 | F2012 |
|-------------------|---------------|--------------|--------------|--------------|--------------|
| Beeshoek Mine | 13 584 | 17 562 | 12 619 | 14 976 | 7 549 |
| Khumani Mine | 32 575 | 32 474 | 34 050 | 40 389 | 37 838 |
| Blackrock Mine | 5 153 | 5 271 | 4 529 | 4 289 | 4 355 |
| Dwarsrivier Mine | 1 950 | 1 763 | 1 490 | 1 629 | 1 402 |
| Cato Ridge Works | 404 | 530 | 515 | 559 | 492 |
| Machadodorp Works | 596 | 787 | 804 | 844 | 1 273 |
| Nkomati Mine | 24 436 | 26 311 | 24 382 | 31 219 | 33 449 |
| Two Rivers Mine | 4 180 | 3 876 | 4 739 | 3 536 | 3 851 |
| Modikwa Mine | 4 744 | 4 688 | 5 136 | 6 442 | 6 152 |
| Lubambe Mine | 4 347 | 6 550 | 3 749 | 4 905 | – |
| Corporate office | 2 | Not material | Not material | Not material | Not material |
| ARM total | 91 974 | 99 812 | 92 013 | 108 788 | 96 360 |
| Ferrous division | 54 264 | 58 387 | 54 007 | 62 686 | 52 909 |
| Platinum division | 33 361 | 34 875 | 34 257 | 41 197 | 43 451 |
| Copper division | 4 347 | 6 550 | 3 749 | 4 905 | – |
| Corporate office | 2 | Not material | Not material | Not material | Not material |
| ARM total | 91 974 | 99 812 | 92 013 | 108 788 | 96 360 |

WATER ABSTRACTED (m³) – 100% BASIS

| | F2016 | F2015 | F2014 | F2013 | F2012 |
|-------------------|-------------------|------------|------------|------------|------------|
| Beeshoek Mine | 5 023 349 | 5 237 869 | 6 608 293 | 7 964 901 | 6 190 014 |
| Khumani Mine | 4 634 128 | 3 647 534 | 3 440 654 | 4 041 671 | 3 772 149 |
| Blackrock Mine | 1 129 808 | 877 478 | 916 126 | 1 015 952 | 862 842 |
| Dwarsrivier Mine | 449 792 | 639 268 | 290 175 | 133 912 | 129 990 |
| Cato Ridge Works | 242 051 | 322 400 | 394 247 | 376 054 | 395 083 |
| Machadodorp Works | 34 599 | 105 799 | 52 261 | 192 954 | 142 928 |
| Nkomati Mine | 3 108 637 | 3 577 751 | 3 396 863 | 2 924 876 | 2 643 966 |
| Two Rivers Mine | 2 443 191 | 1 407 380 | 1 323 625 | 1 102 135 | 1 648 073 |
| Modikwa Mine | 1 147 115 | 1 342 261 | 1 887 795 | 1 941 339 | 2 206 903 |
| Lubambe Mine | 853 630 | 1 176 366 | 1 098 425 | 857 580 | – |
| ARM total | 19 066 300 | 18 334 106 | 19 408 464 | 20 551 374 | 17 991 948 |
| Ferrous division | 11 513 727 | 10 830 348 | 11 701 756 | 13 725 444 | 11 493 006 |
| Platinum division | 6 698 943 | 6 327 392 | 6 608 283 | 5 968 350 | 6 498 942 |
| Copper division | 853 630 | 1 176 366 | 1 098 425 | 857 580 | – |
| ARM total | 19 066 300 | 18 334 106 | 19 408 464 | 20 551 374 | 17 991 948 |

WORKFORCE BREAKDOWN

AS AT 30 JUNE 2016

BREAKDOWN BY GENDER AND CONTRACT TYPE

| | Male | Female | Total |
|--|---------------|--------------|---------------|
| Permanent employees | 10 589 | 1 889 | 12 478 |
| Temporary employees | 59 | 31 | 90 |
| Total full time employees (South Africa only) | 10 648 | 1 920 | 12 568 |

BREAKDOWN BY OPERATION

| | Total |
|--|---------------|
| Beeshoek Mine (Northern Cape) | 674 |
| Khumani Mine (Northern Cape) | 1 671 |
| Black Rock Mine (Northern Cape) | 1 844 |
| Cato Ridge Works (KwaZulu Natal) | 308 |
| Dwarsrivier Mine (Mpumalanga) | 1 133 |
| Machadodorp Works (Mpumalanga) | 78 |
| Modikwa Mine (Mpumalanga) | 3 727 |
| Two Rivers Mine (Mpumalanga) | 2 410 |
| Nkomati Mine (Mpumalanga) | 519 |
| ARM Corporate office (Gauteng) | 204 |
| Total full time employees (South Africa only) | 12 568 |

BREAKDOWN BY REGION

| | Total |
|--|---------------|
| Northern Cape | 4 189 |
| KwaZulu Natal | 308 |
| Mpumalanga | 7 867 |
| Gauteng | 204 |
| Total full time employees (South Africa only) | 12 568 |

BREAKDOWN BY AGE GROUP

| | Male | Female | Total |
|--|---------------|--------------|---------------|
| < 30 years old | 1 159 | 378 | 1 537 |
| 30 – 50 years old | 7 508 | 1 718 | 9 226 |
| > 50 years old | 1 676 | 129 | 1 805 |
| Total full time employees (South Africa only) | 10 343 | 2 225 | 12 568 |
| Total contractors (South Africa only) | 7 578 | 1 311 | 8 889 |
| Lubambe Mine (Zambia) | | | |
| Total full time employees | | | 1 225 |
| Total contractors | | | 430 |
| Total expatriates | | | 16 |
| Total Lubambe Mine employees | | | 1 671 |
| Total Workforce | | | |
| Total full time employees | | | 13 793 |
| Total expatriates | | | 16 |
| Total contractors | | | 9 319 |
| Total ARM workforce | | | 23 128 |

WORKFORCE BREAKDOWN continued

NEW HIRES

| | Number of new hires | | | Rate of new hires (%) | | |
|--|---------------------|------------|------------|-----------------------|------------|------------|
| | Male | Female | Total | Male | Female | Total |
| Breakdown by age group | | | | | | |
| < 30 years old | 188 | 93 | 281 | 16.2 | 24.6 | 18.3 |
| 30 – 50 years old | 352 | 116 | 468 | 4.7 | 6.8 | 5.1 |
| > 50 years old | 61 | 8 | 69 | 3.6 | 6.2 | 3.8 |
| Breakdown by region | | | | | | |
| Northern Cape | | | 302 | | | 7.2 |
| KwaZulu Natal | | | 0 | | | 0.0 |
| Mpumalanga | | | 494 | | | 6.3 |
| Gauteng | | | 22 | | | 10.8 |
| Total new hires (South Africa only) | 601 | 217 | 818 | 5.8 | 9.8 | 6.5 |

EMPLOYEE TURNOVER

| | Turnover numbers | | | Turnover rate (%) | | |
|--|------------------|------------|-------------|-------------------|-------------|-------------|
| | Male | Female | Total | Male | Female | Total |
| Breakdown by age group | | | | | | |
| < 30 years old | 175 | 74 | 249 | 15.1 | 19.6 | 16.2 |
| 30 – 50 years old | 890 | 191 | 1 081 | 11.9 | 11.1 | 11.7 |
| > 50 years old | 533 | 20 | 553 | 31.8 | 15.5 | 30.6 |
| Breakdown by region | | | | | | |
| Northern Cape | | | 689 | | | 16.4 |
| KwaZulu Natal | | | 170 | | | 55.2 |
| Mpumalanga | | | 1 001 | | | 12.7 |
| Gauteng | | | 23 | | | 11.3 |
| Total new hires (South Africa only) | 1598 | 285 | 1883 | 15.5 | 12.8 | 15.0 |

ABSENTEEISM

| | Absentee shifts | | | Absentee rate (per hours scheduled) (%) | | |
|--|-----------------|--------|---------------|---|--------|--------------|
| | Male | Female | Total | Male | Female | Total |
| Breakdown by region | | | | | | |
| Northern Cape | 44 594 | 9 644 | 54 238 | 0.065 | 0.082 | 0.067 |
| KwaZulu Natal | | | 4 188 | | | 0.006 |
| Mpumalanga | | | 3 207 | | | 0.393 |
| Gauteng | | | 46 843 | | | 0.528 |
| | | | – | | | – |
| Total absenteeism (South Africa only) | | | 54 238 | | | 0.067 |

TRAINING HOURS BY CATEGORY AND GENDER (PERMANENT STAFF)

| | Total training hours | | | Average training hours | | |
|---|----------------------|---------------|----------------|------------------------|-------------|-------------|
| | Male | Female | Total | Male | Female | Total |
| Top Management | 120 | 98 | 218 | 8.6 | 49.0 | 13.6 |
| Senior Management | 1 351 | 308 | 1 659 | 14.8 | 22.0 | 15.8 |
| Professionally qualified and experienced specialists and mid-management | 12 793 | 2 270 | 15 063 | 39.1 | 27.0 | 36.6 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents | 132 232 | 15 904 | 148 136 | 53.1 | 41.7 | 51.6 |
| Semi-skilled and discretionary decision making personnel | 262 594 | 26 419 | 289 014 | 44.1 | 34.0 | 43.0 |
| Unskilled and defined decision making personnel | 94 684 | 30 536 | 125 220 | 55.1 | 48.3 | 53.3 |
| ARM Total | 503 774 | 75 535 | 579 310 | 47.6 | 40.0 | 46.4 |

WORKFORCE BREAKDOWN continued

WORKFORCE BY RACE AND GENDER

| Organisational Level | Males | | | | | Total |
|---|--------------|------------|-----------|--------------|------------|---------------|
| | African | Coloured | Indian | White | Foreign | |
| Top Management | 3 | 0 | 1 | 10 | 0 | 14 |
| Senior Management | 32 | 4 | 2 | 52 | 1 | 91 |
| Professionally qualified and experienced specialists and mid-management | 123 | 19 | 9 | 167 | 9 | 327 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents | 1 275 | 282 | 27 | 854 | 51 | 2 489 |
| Semi-skilled and discretionary decision making personnel | 5 219 | 264 | 3 | 130 | 335 | 5 951 |
| Unskilled and defined decision making personnel | 1 541 | 36 | 0 | 8 | 132 | 1 717 |
| Total permanent male employees | 8 193 | 605 | 42 | 1 221 | 528 | 10 589 |
| Temporary Employees | 49 | 1 | 0 | 9 | 0 | 59 |
| Total male workforce (South Africa only) | 8 242 | 606 | 42 | 1 230 | 528 | 10 648 |

| Organisational Level | Females | | | | | Total |
|---|--------------|------------|-----------|------------|----------|--------------|
| | African | Coloured | Indian | White | Foreign | |
| Top Management | 2 | 0 | 0 | 0 | 0 | 2 |
| Senior Management | 4 | 0 | 0 | 9 | 1 | 14 |
| Professionally qualified and experienced specialists and mid-management | 47 | 6 | 3 | 27 | 1 | 84 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents | 236 | 38 | 5 | 99 | 3 | 381 |
| Semi-skilled and discretionary decision making personnel | 601 | 76 | 3 | 93 | 3 | 776 |
| Unskilled and defined decision making personnel | 612 | 15 | 0 | 5 | 0 | 632 |
| Total permanent female employees | 1 502 | 135 | 11 | 233 | 8 | 1 889 |
| Temporary Employees | 28 | 0 | 0 | 3 | 0 | 31 |
| Total female workforce (South Africa only) | 1 530 | 135 | 11 | 236 | 8 | 1 920 |

| Organisational Level | Grand Total |
|---|---------------|
| Top Management | 16 |
| Senior Management | 105 |
| Professionally qualified and experienced specialists and mid-management | 411 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents | 2 870 |
| Semi-skilled and discretionary decision making personnel | 6 727 |
| Unskilled and defined decision making personnel | 2 349 |
| Total permanent full time employees | 12 478 |
| Temporary Employees | 90 |
| Total full time employees (South Africa only) | 12 568 |