OUR SUSTAINABLE DEVELOPMENT MODEL

ARM is committed to responsible and sustainable mining and beneficiation, with zero tolerance for harm to employees, contractors, host communities and the environment.

ESG GOVERNANCE

The board is the foundation of the corporate governance system and accountable for ARM's performance, which includes sustainable development. It ensures the company's long-term strategy and purpose are implemented sustainably and that business is conducted ethically and with integrity.

The ARM social and ethics committee is delegated by the board to monitor and report on the manner and extent to which the company protects, enhances and invests in the wellbeing of the economic, social and environmental contexts in which we operate to ensure our business practices are sustainable. The committee comprises four non-executive board members and is chaired by Ms Pitsi Mnisi.

ESG RISKS

The enterprise risk management (ERM) process considers ESG risks and sustainable development matters and performance. ERM forms part of the formal agenda of the management risk and compliance committee, a subcommittee of the audit and risk committee.

The risk department reports on risk-related matters, which include ESG matters, under the oversight of the finance director.

ESG IMPLEMENTATION AND REPORTING

The ARM executive: sustainable development reporting to the CEO operates with oversight from the social and ethics committee. She develops, implements and reviews sustainability policies, standards, strategies and targets to ensure these align with the board's commitment to responsible corporate citizenship. She attends board meetings to respond to any sustainability-related matters raised by the board. The human resources, social and compliance teams also ensure ESG is implemented in their areas of responsibility.

ASSESSMENT AND MONITORING

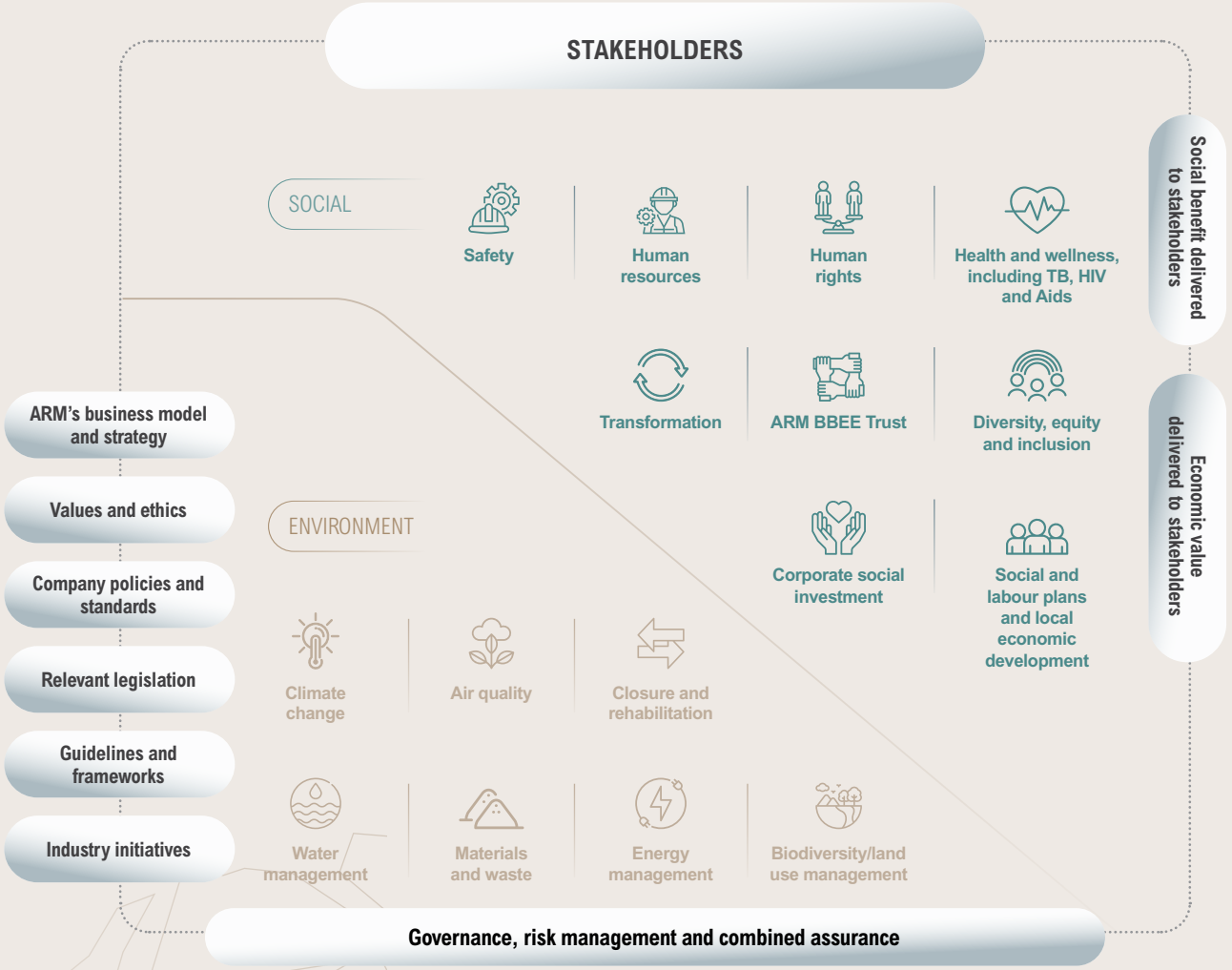
We assess the effectiveness of our approach to sustainable development through KPIs and related matters that are regularly monitored at operational, divisional, executive and board levels. We also monitor related information from engagements with our key stakeholders. The combined assurance model (see page 136) provides a sound basis for evaluating the appropriateness and reliability of ARM's sustainability processes, controls and information.



Nkomati Mine

OUR SUSTAINABLE DEVELOPMENT MODEL CONTINUED

ARM's sustainable development model shows how we create value responsibly, including the inputs that shape our approach and the ESG aspects we consider.



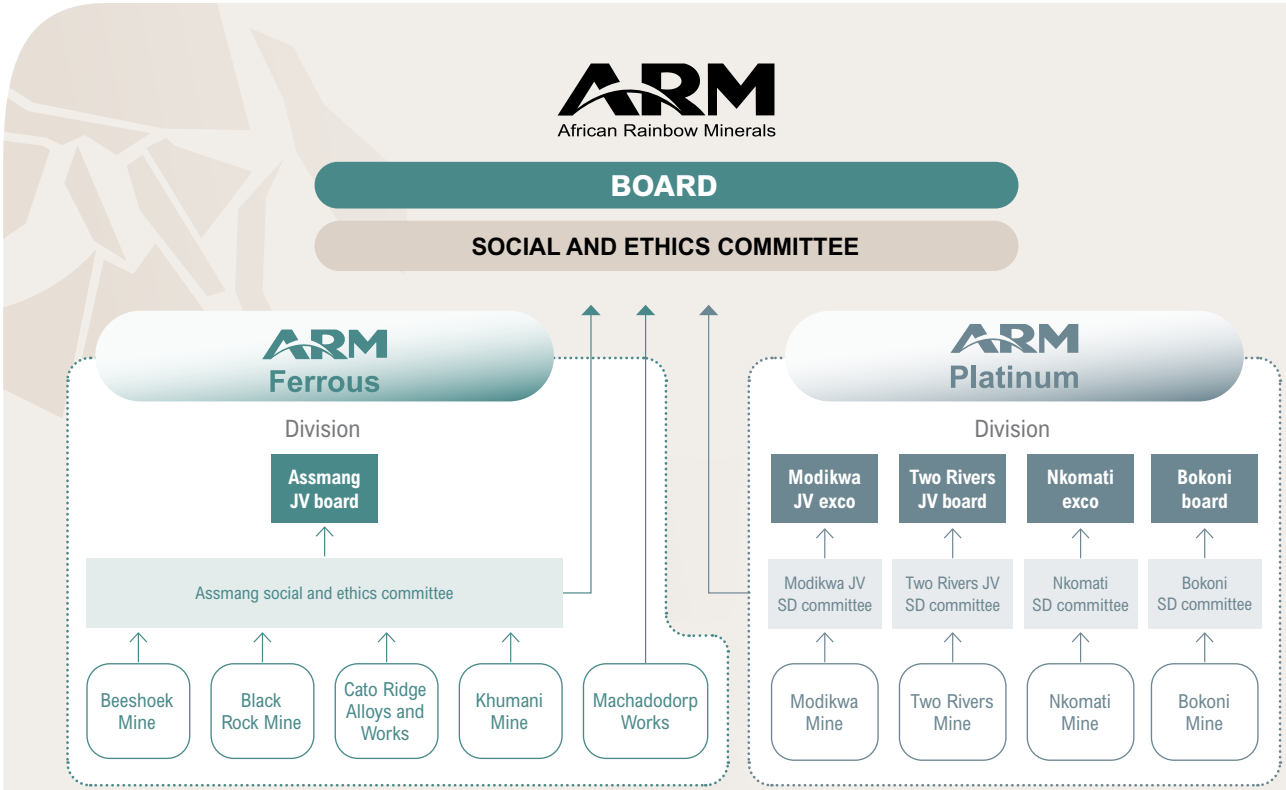
OUR SUSTAINABLE DEVELOPMENT MODEL CONTINUED

Divisional and operational governance frameworks

The Assmang social and ethics committee oversees the sustainability performance of the operations in ARM Ferrous, except for Machadodorp Works. Quarterly meetings ensure comprehensive reporting at operational level. The committee is chaired by the ARM executive: Investor relations and new business development.

Sustainable development (SD) committees for the ARM Platinum operations report to the executive committee or board of the respective joint ventures, as appropriate. These committees are chaired by the ARM executive: Sustainable development.

The committees report on sustainability-related performance and compliance to the ARM social and ethics committee at quarterly meetings.



JV = joint venture.



Bokoni Mine