

PERFORMANCE AND IMPACT

All our activities are aligned with our purpose, vision and mission. We are driven by our mission to lead in enabling the South African mining sector to shift from potential to performance through investment, growth, transformation and development in a socially and environmentally responsible manner: we put South Africa first.

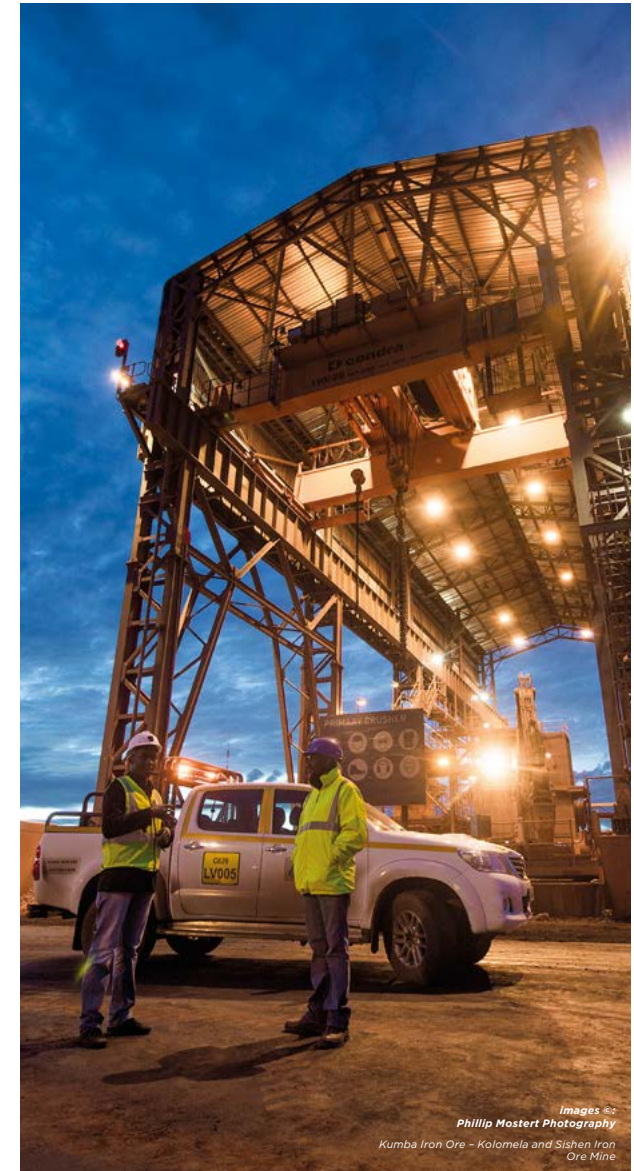
This chapter outlines the considerations of how we have created value through each of our six Capitals for our stakeholders, and how it aligns with the SDGs and significant risks. We have also reviewed the key activities undertaken in 2024 to support the achievement of our strategic goals and objectives.

Performance against Capitals

These are considerations of the resources we used or spent to achieve our strategic objectives, as well as the outcomes and impact they have had:

	Human Capital	Intellectual Capital	Manufactured Capital
Resources used or spent	<ul style="list-style-type: none"> 68 people employed (48 permanent and 20 fixed-term employees) R1,255,436 spent on training Professional development Policy compliance 	<ul style="list-style-type: none"> Facilitate research, development in mining in South Africa Advancing women representation in the mining industry Addressing occupational diseases, including TB and HIV and AIDS, pneumoconiosis and NCDs 	<ul style="list-style-type: none"> Lease and maintain office space Maintain and update IT and security systems
Outcomes and impacts	<ul style="list-style-type: none"> R123,433,404 paid in salaries (2023: R117,749,636) 68 staff members trained (average of 3.5 hours of learning per person) Annual staff turnover: 1% 90% of employees are HDP 40% of employees are women 	<ul style="list-style-type: none"> Maintained awareness of Minerals Council's brand Crafted a culture of transformation beyond compliance WC/WDM 	<ul style="list-style-type: none"> The office move to smaller premises resulted in reduced lease and maintenance costs Reduced carbon footprint in smaller office space
	Other capitals involved: SDG contribution 	Other capitals involved: SDG contribution 	Other capitals involved: SDG contribution

	Financial Capital	Social and Relationship Capital	Natural Capital
Resources used or spent	<ul style="list-style-type: none"> R235 million received by way of member fees R189 million spent in operating costs R58 million spent in Special Projects 	<ul style="list-style-type: none"> Our primary stakeholder: 72 members Active engagement and collaboration with key stakeholders Engagement structures established 	<ul style="list-style-type: none"> Aligned with Green Building Council of South Africa (GBCSA) guidelines, incorporating low-carbon facilities and energy efficiency measures Average 195kWh electricity/day, 1.2kL water/day, ongoing renewable energy initiatives under consideration Paperless operations, proximity to public transport and green leasing practices to support sustainability
Outcomes and impacts	<ul style="list-style-type: none"> Financial value distributed (in addition to salaries paid above): CSI spend – R3 million 	<ul style="list-style-type: none"> Strengthened constructive relationships with key stakeholders, including provincial and local governments Enhanced understanding of mining challenges and its economic contributions Promoted exploration and mentorship through seminars and programmes 	<ul style="list-style-type: none"> Reduced amount of paper used and recycled Reduced water and energy consumption All waste sorted at source and recycled wherever possible
	Other capitals involved: SDG contribution 	Other capitals involved: SDG contribution 	Other capitals involved: SDG contribution



Images by:
Phillip Mostert Photography
Kumba Iron Ore – Kolomela and Sishen Iron Ore Mine

Performance against strategic goals

The following section outlines our performance against our strategic goals in 2024:

Strategic goal

01

Drive the development of a shared vision for a globally competitive mining industry that is a significant contributor to South Africa's economy and supported by all stakeholders.

Strategic goal

02

Advocate and lobby for a policy, infrastructure and social environment that is conducive to investment and growth of the industry and maximises the benefit for the country from its mineral endowment.

Strategic goal

03

Communicate progress and impact of aggregate EESG performance (with specific reference to transformation, health and safety) and adoption of leading practices.

Strategic goal

04

Ensure continuous improvement of the effectiveness and service of the Minerals Council to members.





Performance against strategic goals *continued*

Strategic goal

01

Drive the development of a shared vision for a globally competitive mining industry that is a significant contributor to South Africa’s economy and supported by all stakeholders

Objectives	Material matters	Risks	SDGs
<ul style="list-style-type: none">Lead the industry agenda for structural change, ethical leadership and good governance to arrest the decline and stabilise volume output to position the industry for growth, through partnerships for business advocacy and impact.Build and promote a positive image and reputation of the mining industry and deploy the Minerals Council brand for a reimagined mining industry integral to growth and development.Successfully alleviate and prevent the negative impacts of mining legacy issues (viz., migrant labour, poor living conditions, social wage, acid mine drainage, D&O mines, mine rehabilitation, outstanding payments of compensation for OLDs and pension funds) in collaboration with stakeholders.Promote RD&I to modernise the mining sector through adoption of relevant technology applications.	<ul style="list-style-type: none">Promoted safety campaigns, media engagement and thought leadership in collaboration with industry stakeholders.Ensured effective communication with members on safety and industry initiatives through collective and bilateral engagements.Raised awareness of mining’s economic and social impact through media, social media, conferences and thought leadership articles.Represented the industry in government programmes addressing D&O mines, acid mine drainage and environmental restoration.	<ul style="list-style-type: none">Health and safety complianceSecurity risks, crime and illegal mining	<div><div>3GOOD HEALTH AND WELL-BEING</div><div>6CLEAN WATER AND SANITATION</div><div>8DECENT WORK AND ECONOMIC GROWTH</div><div>9INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>10REDUCED INEQUALITIES</div><div>16PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div>

Key activities undertaken:

Health and safety advocacy

The Minerals Council remained actively engaged in tripartite safety and health structures, ensuring that safety regulations and best practices remained industry priorities. Key advocacy efforts in 2024 included Missing-Persons Locator Regulations, TMM Regulations, and Chapter 2 Regulations. The 2024 Mining Indaba press briefing emphasised the role of data-driven insights and predictive analytics in improving safety. The Minerals Council also reinforced its thought leadership through articles on collision prevention systems (CPS) and mining safety trends, published in *African Mining* and *Mining Mirror*.

Strengthening safety leadership

Regular engagements with industry leaders, safety officers and CEOs ensured a continuous focus on safety performance and learning. The Board Hour of Learning provided a CEO-level platform to embed safety lessons, while the Learning from Incidents Committee encouraged voluntary sharing of case studies to improve industry-wide safety culture. Bilateral engagements on safety data and analytics further supported members in refining their safety strategies.

#MiningMatters awareness campaign

The #MiningMatters campaign successfully positioned mining as a key driver of economic and social progress, reinforcing stakeholder trust and industry credibility. The campaign was widely recognised for its strategic impact, receiving a Silver Quill award from the International Association of Business Communicators for excellence

in communication. It also laid the foundation for a 2025 follow-up campaign, establishing a permanent online resource showcasing the industry’s contributions.






Engagement with government on D&O mines

The Minerals Council has advocated D&O mine rehabilitation as an economic opportunity, working with government to integrate environmental restoration with economic revitalisation. The Minerals Council provided input on policy development and remediation strategies, advocating remining, waste processing, infrastructure repurposing and structured land use. Engagements have also strengthened support for a mining cadastre system to improve data transparency and enhance legacy mine rehabilitation efforts.

Strategic goal

02

Advocate and lobby for a policy, infrastructure and social environment that is conducive to investment and growth of the industry and maximises the benefit for the country from its mineral endowment

Objectives	Material matters	Risks	SDGs
<ul style="list-style-type: none"> Engage government (and other stakeholders) on relevant policies, legislation and regulations to create an enabling environment that is stable, competitive and predictable to promote and facilitate mining investment and growth. Partner with government, regulators, SOEs, labour and communities to resolve infrastructure challenges (electricity supply and prices, rail, ports and water); social development in mining communities (housing, schools, clinics), and crime (as it affects mining through illegal mining, product theft, theft of mining supplies, criminal syndicates). 	<ul style="list-style-type: none"> Engaged the DMPR, DFFE and DWS to reinforce mining's economic role and push for investment-friendly policies. Led workstreams to address exploration and mining investment constraints. Lobbied for industry-aligned skills and HR policies through the Human Resource Development Council (HRDC), National Skills Authority (NSA), DMPR, Department of Higher Education and Training (DHET), and the Department of Employment and Labour (DEL). Ongoing collaboration with the DFFE, DMPR, Treasury and DWS on water, air, climate, carbon tax, and mine rehabilitation. Engaged Minister of Police and Police Commissioner to strengthen law enforcement collaboration on mining security threats. 	<ul style="list-style-type: none"> Security risks, crime and illegal mining Political and regulatory uncertainty Logistics and infrastructure bottlenecks Health and safety compliance Electricity supply crisis 	     

Key activities undertaken:

Policy advocacy and regulatory engagement

The Minerals Council has actively engaged with government departments to ensure policy certainty, streamlined regulatory approvals and a stable operating environment. Structured dialogues with DMPR, DFFE and DWS have reinforced mining's role in economic growth and investment attraction. Efforts focused on reducing bureaucratic delays, securing stable energy supply, improving logistics and ensuring alignment between environmental, water and mining policies to support sustainable development.

Investment and job retention

The Minerals Council continues to push for investment-friendly reforms to sustain job creation and industry growth. Despite job gains in 2023, challenges in 2024 led to employment losses, underscoring the need for urgent intervention. The establishment of the Minerals and Petroleum Board aimed to manage large-scale

retrenchments, but slow progress in 2024 highlighted the need for more effective solutions to remove structural investment barriers.

Skills development and workforce retention

Ensuring a skilled workforce remains a priority. The Minerals Council engaged with DHET, Nedlac and the NSA to align skills policies with industry needs. Progress was made in securing funding for mining qualifications, while advocacy efforts with the Quality Council for Trades & Occupations (QCTO) ensured that critical mining qualifications would not be deregistered, preserving key industry skills.

Environmental policy and sustainability

The Minerals Council successfully influenced key environmental regulations to balance sustainability with business viability. Key achievements include:

- Exclusion of mineral ores from Mercury Regulations, protecting formal gold mining.

- Advocating water regulatory improvements, including amendments to the National Water Act and Water Services Amendment Bill.
- Influencing climate change policies, including carbon budgets and emissions targets, securing a special dispensation for mining in carbon allocations.
- Ensuring MRDS are regulated under NEMA, aligning with industry needs.

Combating illegal mining and crime

Illegal mining remains a serious threat to the industry. The Minerals Council has strengthened collaboration with law enforcement and government to disrupt illegal mining operations. Through Operation Vula Umgodi, high-density task teams were deployed to tackle illegal mining networks. While progress has been made, the Minerals Council continues to advocate a sustained and more focused crackdown on crime, corruption and the illicit mining value chain.



Performance against strategic goals *continued*

Strategic goal 03			
Communicate progress and impact of aggregate EESG performance (with specific reference to transformation, health and safety) and adoption of leading practices			
Objectives	Material matters	Risks	SDGs
<ul style="list-style-type: none">Lead initiatives to fast-track mining’s progress to Zero Harm.Lead the development of a vision of what good transformation looks like in collaboration with stakeholders, including the design of a practical, workable and enforceable instrument to facilitate further industry transformation.	<ul style="list-style-type: none">Led safety culture initiatives, digitisation of safety data, and focused on fall of ground, transport and accident prevention.Facilitated adoption of leading sustainability frameworks, including TSM, IRMA, the Copper Mark and ICMM.Improved efforts to eliminate dust, noise, TB/HIV; prioritised women’s health and supported WiM Strategy and TCCs.Advocated water and environmental best practices to reduce the industry’s environmental footprint.Transformation Beyond Compliance – promoted a BEE impact measurement framework aligned with broad-based black economic empowerment (B-BBEE) policies and global ESG standards.	<ul style="list-style-type: none">Political and regulatory uncertaintyHealth and safety compliance	<div><div><div>3GOOD HEALTH AND WELL-BEING</div><div>5GENDER EQUALITY</div><div>6CLEAN WATER AND SANITATION</div><div>8DECENT WORK AND ECONOMIC GROWTH</div><div>9INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>10REDUCED INEQUALITIES</div><div>13CLIMATE ACTION</div><div>15LIFE ON LAND</div><div>16PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div></div>

Key activities undertaken:

Strengthening mining safety

The Minerals Council continued to drive safety initiatives, ensuring industry-wide adoption of leading practices and technology. A comprehensive safety analysis was conducted in 2024, benchmarking global standards and identifying critical focus areas. The MOSH Day of Learning reinforced the integration of safety into production processes, while the FOGAP Day of Learning engaged over 400 participants, promoting best practices to reduce underground risks. Efforts to digitise safety data are ongoing, with further advancements planned for 2025.

Advancing sustainable mining

The completion of the TSM Pilot Study in December 2024 marked a major step in strengthening South Africa’s mining sustainability framework. The Minerals Council continues to engage in global sustainability initiatives, ensuring that South African mining remains

globally competitive, environmentally responsible and aligned with evolving standards.

Occupational health and WiM

Industry efforts to improve occupational health saw a 16.5% decrease in reported occupational diseases in 2023. The TB rate reduction milestone was achieved, and progress was made in dust and noise control. The Masoyise Health Programme was expanded to include mental health, cholesterol and obesity screening, and a women’s health needs analysis tool was developed to improve gender-specific health services. The WiM Strategy saw continued progress, with improved PPE standards, the recognition of 10 Social Performance Heroes and stronger support for TCCs in addressing gender-based violence.

Sustainability leadership

The Minerals Council reinforced its commitment to environmental responsibility by driving initiatives that improve mine closure and rehabilitation planning, enhance

water conservation measures, and simplify financial provisions for junior miners. Advocacy efforts influenced the Global Industry Standard on Tailings Management (GISTM) and updates to the SANS 10286 Code on Mine Residue Deposit Management. South Africa was also selected as the host country for the Global Tailings Management Institute (GTMI) in 2025, reinforcing its leadership in tailings management best practices.

Transformation Beyond Compliance

The focus on transformation shifted from compliance to measurable impact, strengthening the industry’s credibility and alignment with global sustainability expectations. The Minerals Council promoted an Impact-Based BEE Framework, ensuring transformation efforts integrate ESG principles and support broad-based economic participation. This approach prioritises ownership, skills development, enterprise and supplier development, and community benefits, positioning mining as a driver of meaningful and sustainable change.

Strategic goal

04

Ensure continuous improvement of the effectiveness and service of the Minerals Council to members

Objectives	Material matters	Risks	SDGs
<ul style="list-style-type: none"> Conduct regular (at least once per annum) reviews of the strategy and performance against the strategic objectives. Broaden the Minerals Council's membership to include emerging miners and ensure their voice on the Board. Proactive risk response management system, aligned with the strategic objectives, to manage mining industry risks and take advantage of opportunities. Design and implement an effective Human Resources Development strategy to attract, develop and retain a professional team aligned to strategic goals. 	<ul style="list-style-type: none"> Strengthened succession planning and institutionalised an integrated talent management model aligned with the Human Resource Strategy. Provided technical guidance on environmental sustainability and addressed compliance challenges for member companies. Identified compliance gaps and developed measures to uphold corporate citizenship. Engaged stakeholders to proactively address industry labour concerns and prevent labour disruptions. Advocated the FTS scheme with National Treasury to boost mineral exploration. 	<ul style="list-style-type: none"> Political and regulatory uncertainty Health and safety compliance 	

Key activities undertaken:

Succession planning and talent development

The Minerals Council strengthened leadership continuity by rolling out a talent management and succession strategy in 2024. A structured nine-box talent matrix was used to assess potential and performance, and successors for key executive positions were identified. Individual development plans (IDPs) were embedded into performance management, ensuring accountability and leadership growth. The integrated talent management model was further institutionalised, aligning recruitment, remuneration, development, and succession planning to support long-term organisational resilience.

Regulatory environmental compliance

The Minerals Council engaged with DWS to resolve water use licensing challenges, secure refunds on incorrect billing, and standardise water use licence (WUL) approvals. These efforts improved regulatory certainty and enhanced industry-government collaboration on sustainable water resource management. Direct engagements with member companies and regulators also improved the efficiency of water use licence applications (WULA), ensuring mining operations balance compliance and sustainability goals.

Safeguarding worker rights

In 2024, the Minerals Council actively engaged with government and financial institutions to safeguard the rights and financial security of mineworkers. Key interventions included resolving cross-border payment challenges affecting 28,000 foreign mineworkers,

securing temporary tax exemptions for Mozambican workers, and deferring new migrant worker entry requirements to allow for industry consultation. The Minerals Council also collaborated with the Mineworkers Provident Fund and member companies to ensure a smooth transition to the two-pot retirement system, preventing potential labour disputes.

FTS scheme advocacy

The Minerals Council continued advocating the FTS scheme with National Treasury to stimulate mineral exploration investment. Engagements highlighted the success of FTS models in Canada and positioned the scheme as a key enabler for attracting risk capital to South Africa's exploration sector. These efforts aim to revitalise early-stage exploration and enhance industry sustainability.