

PERFORMANCE AND IMPACT

Performance against strategic goals

The Minerals Council’s strategy is anchored in four strategic goals designed to advance a globally competitive, sustainable and transformed mining industry in South Africa. In 2025, these goals guided our policy engagement, safety and health leadership, research and innovation coordination, stakeholder alignment and institutional strengthening in response to a complex operating environment. Progress against each goal is presented alongside the key outcomes achieved and the value realised for members and the sector.

01

STRATEGIC GOAL 1

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.

02

STRATEGIC GOAL 2

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.

03

STRATEGIC GOAL 3

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

04

STRATEGIC GOAL 4

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

Each goal is supported by measurable interventions and aligned to the capitals framework outlined earlier in this report.

STRATEGIC GOAL 1

Driving 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 addressed	Risks	SDGs
<ul style="list-style-type: none"> Promote a coherent competitiveness framework for South African mining Reinforce investor confidence and global positioning Support industry diversification and participation of junior and emerging miners Strengthen coordinated modernisation and innovation across the industry 	<ul style="list-style-type: none"> Policy and regulatory uncertainty affecting investment confidence and security of tenure Industry reputation and credibility risk Weak exploration pipeline and regulatory barriers affecting long-term competitiveness and capital allocation Insufficient modernisation, RD&I and exploration pipeline sustainability 	<ul style="list-style-type: none"> Policy and regulatory environment risk Political risk Environmental and climate transition risk 	

How value was created

Stakeholder engagement, institutional access and industry positioning

The Minerals Council focused on reinforcing a credible, evidence-based competitiveness narrative with government, investors and key stakeholders. Engagements emphasised the importance of predictable regulatory frameworks and reliable infrastructure in supporting investment confidence and long-term sector viability.

Investor engagement remained a priority, supported through targeted industry forums, improved communication transparency and consistent articulation of the industry’s modernisation and sustainability progress. Maintaining high-level institutional access across Parliament, the Executive, regulators and organised labour reinforced the Minerals Council’s role as the primary interlocutor for the mining industry, enabling coherent engagement and sustained credibility with decision-makers and capital markets.


Strengthening industry credibility and competitiveness positioning

The credibility and global positioning of South Africa’s mining industry were materially strengthened during the year through sustained thought leadership and evidence based narrative engagement. High impact initiatives such as the **#MiningMatters** campaign played a targeted role in repositioning mining’s contribution within national policy, investment and public discourse.

Through the communication of credible, fact based insights on the economic, social and employment contribution of mining, the industry’s role in supporting growth, sustaining livelihoods and enabling development was reinforced. Integrated engagement helped ensure that balanced, evidence based perspectives on mining remained visible in national policy debates and public conversation during a period of heightened regulatory and competitiveness uncertainty.

Supporting exploration and junior mining development


Focused research and engagement addressed regulatory and funding constraints affecting junior miners and exploration activity, supporting conditions for sector renewal and long term pipeline sustainability. Strengthening this segment of the industry is critical to sustaining the exploration pipeline, diversifying participation and ensuring long-term industry resilience.

 **Read more** on “The Extent, Nature and Economic Impact of the Junior and Emerging Mining Sector in South Africa in 2025” [here](#).



VALUE CREATED

Enhanced credibility and confidence among government, investors and stakeholders, reinforcing South African mining’s position as a credible, competitive and attractive investment destination.



VALUE CREATED

Enhanced industry credibility, strengthened social licence to operate, improved policy engagement outcomes and stronger positioning with government, investors and the broader public.



VALUE CREATED

Improved understanding of regulatory and capital barriers affecting junior and emerging miners, strengthening policy insight and future competitiveness positioning.

PERFORMANCE AND IMPACT CONTINUED



Driving research, development, innovation and modernisation

Through the MMP and the RIIS, the Minerals Council strengthened industry wide RD&I coordination, prioritised future focused technologies and supported modernisation agendas aligned to productivity, safety, sustainability and climate readiness.

VALUE CREATED

Improved innovation alignment, higher member satisfaction and enhanced future competitiveness.

CASE STUDY



RIIS Modernisation Partnership: From research to deployment

Linked SDGs:



Capitals contribution:



The RIIS Modernisation Partnership continues to serve as the mining industry's principal collaborative platform for advancing technological modernisation.

RIIS ensures that research moves beyond concept development to operational deployment, targeting real-world safety risks and productivity constraints in South Africa's deep-level and mechanised mining environments.

During 2025, eight programme outputs were delivered, progressing mechanisation strategies, digital integration tools and safety-enhancing technologies towards implementation readiness. A significant milestone was the mapping of approximately R1.97 billion in industry-wide RD&I expenditure, strengthening transparency, coordination and alignment across industry-funded innovation initiatives.

The RD&I mapping exercise enhanced visibility of investment directed towards priority risk areas, including:

- FOG mitigation technologies.
- Seismic risk modelling.
- Proximity detection and collision avoidance systems.
- Automation and remote operation capabilities.
- Data interoperability and real-time monitoring platforms.

By reducing duplication of effort and aligning funding with shared risk exposure, RIIS improves the efficiency and impact of innovation expenditure across the industry.

Importantly, RIIS emphasises interoperability. This enables systems and equipment from different suppliers to communicate effectively. This digital integration strengthens situational awareness, enhances predictive risk modelling and supports faster, data-driven decision-making at operational level.


Modernisation under RIIS contributes directly to:

- Safer workplaces through technology-enabled hazard reduction.
- Enhanced equipment reliability and productivity.
- Strengthened industry knowledge systems and shared intellectual property.

In a global mining environment increasingly shaped by automation and digital transformation, sustained innovation is essential for competitiveness. Through the RIIS partnership, the industry demonstrates that collaborative research and coordinated deployment can simultaneously advance safety performance, operational resilience and economic growth.

STRATEGIC GOAL 2

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 addressed	Risks	SDGs
<ul style="list-style-type: none"> Promote policy and regulatory certainty through structured engagement 	<ul style="list-style-type: none"> Legislative reform; regulatory clarity; investment predictability; skills development policy and regulatory frameworks, transformation framework alignment 	<ul style="list-style-type: none"> Infrastructure constraints and operational resilience risk Policy and regulatory environment risk Environmental and climate transition risk Social performance 	
<ul style="list-style-type: none"> Advocate for reliable infrastructure and enabling operating conditions 	<ul style="list-style-type: none"> Energy security; water governance; logistics performance; municipal capacity 		
<ul style="list-style-type: none"> Support balanced climate and environmental policy implementation 	<ul style="list-style-type: none"> Carbon pricing; emissions targets; environmental regulation; export competitiveness 		
<ul style="list-style-type: none"> Engage on EE regulatory reform to promote practical and sustainable implementation 	<ul style="list-style-type: none"> EE reform; sectoral numerical targets; alignment with B-BBEE and EAP frameworks 		
<ul style="list-style-type: none"> Strengthen multi-stakeholder dialogue and social stability 	<ul style="list-style-type: none"> Labour relations; civil society engagement; community development alignment 		

PERFORMANCE AND IMPACT CONTINUED

How value was created

Policy and regulatory certainty

The Minerals Council exercised coordinated and evidence based influence across priority national policy and regulatory processes to strengthen certainty and alignment with South Africa’s competitiveness and development objectives. Refer to *Our Operating Context* for all policy and regulatory matters.

Through structured industry positions, detailed analysis and multi departmental engagement, the Minerals Council contributed to tangible policy outcomes that support investment confidence and operational sustainability.

Collectively, these interventions strengthened regulatory predictability, improved policy coherence and reinforced the conditions necessary for long term industry investment and growth.

Infrastructure stability

The Minerals Council played a catalytic role in addressing systemic operational risks related to water security, logistics performance, waste management and energy reliability. These challenges were addressed through coordinated engagement, including multi stakeholder and public private partnership type interventions.

Social impact and regulatory alignment


Social stability is a foundational requirement for operational continuity and sector resilience. During the year, the Minerals Council supported structured platforms for engagement between employers, organised labour, civil society and community stakeholders to enable constructive dialogue on matters affecting stability, safety, competitiveness, employment and national development.

The **Mining Industry Leadership Dialogue** provides an independent forum recognising the interdependence between organised labour and mining employers and supports open engagement on long term industry sustainability. In parallel, the **Social Impact Dialogue Series** convened industry, academia and civil society to strengthen alignment in approaches to managing and measuring social impact in mining communities.




VALUE CREATED

Improved policy coherence and regulatory certainty, reducing compliance burden and uncertainty while strengthening investor confidence and member competitiveness.



VALUE CREATED

Reduced exposure to operational disruption and improved coordination on critical system enablers.



VALUE CREATED

Improved alignment, reduced risk of social disruption and more predictable operating conditions across the sector.

CASE STUDY



The Lebelelang Centre for the Disabled: A partnership built on purpose

Linked SDGs:



Capitals contribution:



The Lebelelang Centre for People with Disabilities in Postmasburg, Northern Cape, was formally handed over to the Tsantsabane community on 12 September 2025. Originally established in 2005, the centre was built on a former dumping site and expanded through a partnership between Kumba Iron Ore, Assmang Beeshoek Mine, the National Development Agency, the Department of Social Development and the Tsantsabane Local Municipality.

Featuring classrooms, therapy rooms, and training spaces, the centre created 83 jobs and now serves as a model of effective public-private collaboration, transforming a neglected space into an inclusive facility that empowers persons with disabilities.



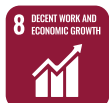







Anglo American

PERFORMANCE AND IMPACT CONTINUED

STRATEGIC GOAL 3

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

Objectives	Material matters addressed	Risks	SDGs
<ul style="list-style-type: none"> Improve occupational health and safety performance across the industry 	<ul style="list-style-type: none"> Fatalities and injuries; occupational disease; silica dust exposure; noise exposure; safety leadership 	<ul style="list-style-type: none"> Health and safety Environmental and climate transition risk Transformation 	 
<ul style="list-style-type: none"> Strengthen environmental stewardship and climate transparency 	<ul style="list-style-type: none"> Climate change; carbon pricing; water governance; rehabilitation; environmental compliance 		 
<ul style="list-style-type: none"> Support legacy remediation and compensation reform 	<ul style="list-style-type: none"> Occupational disease compensation; historical liabilities; rehabilitation funding 		 
<ul style="list-style-type: none"> Enhance social performance and collaborative development 	<ul style="list-style-type: none"> Community development; infrastructure collaboration; stakeholder engagement; social licence 		 



How value was created

Environmental stewardship and responsible resource management

Leadership was strengthened across environmental and water stewardship, including engagement on derelict and ownerless mines and acid mine drainage. Progress focused on integrated approaches that combine environmental remediation with socio economic revitalisation and long term post mining land use.

These efforts supported improved coordination across catchment management forums and stakeholder platforms.


ESG transparency, data capability and accountability

The Minerals Council strengthened ESG transparency and data capability through initiatives such as the Climate Change Observatory, participation in the CMSI, and enhanced environmental and water reporting frameworks. A stronger emphasis was placed on credible, decision useful data to support accountability, benchmarking and informed dialogue with stakeholders.

Transformation, inclusion and social equity

The Minerals Council provided credible leadership on transformation and inclusion, supporting practical and implementable approaches to advancing equity across the mining industry. Key focus areas included strengthening the participation and progression of **Women in Mining**, addressing gender based violence, femicide and harassment through industry frameworks and dialogue, and engaging with regulators on transformation instruments that balance social impact with operational sustainability.

Collectively, these efforts were directed at moving beyond compliance towards meaningful, sustainable transformation outcomes that support social equity, workforce stability and long term industry resilience.




VALUE CREATED

Improved environmental governance, reduced long term environmental risk and stronger alignment between remediation and community development.



VALUE CREATED

Improved credibility of ESG performance, stronger data governance and enhanced transparency for stakeholders, investors and regulators.



VALUE CREATED

Improved credibility of transformation efforts, strengthened inclusion frameworks and more practical approaches to regulatory implementation.

PERFORMANCE AND IMPACT CONTINUED

Strengthening mining health and safety

The Minerals Council successfully refreshed and launched **Khumbul'ekhaya 2.0** during the year, reinforcing a collective commitment to zero harm across the mining industry. The refreshed framework strengthened executive leadership visibility and accountability, while further embedding leading safety and critical risk management practices.

Implementation during the year enhanced proactive hazard identification and prevention, strengthened incident learning and reporting, and supported the integration of modernised safety systems and technologies. These advances were underpinned by improved analytics, monitoring capability and peer learning platforms, contributing to more consistent adoption of leading practices across the industry.

Advancing health leadership and occupational disease management

Measurable progress was achieved in occupational health leadership through initiatives such as the **Masoyise Programme**, TB interventions and alignment with international Vision Zero frameworks. These efforts strengthened leadership capability, improved collaboration across health institutions and supported more integrated approaches to managing occupational health risks.

Legacy remediation and compensation reform remained an important focus. During 2025, 21,555 occupational disease compensation claims were certified, with approximately R500 million paid in compensation. Continued collaboration with government and stakeholders improved processing efficiency and administrative coordination, contributing to the resolution of historical liabilities and strengthening institutional trust.



VALUE CREATED

Improved safety leadership, greater adoption of leading practice and strengthened industry wide accountability for health and safety performance.



VALUE CREATED

Enhanced health outcomes, improved leadership capability and strengthened alignment with international best practice.

CASE STUDY



Strengthening safety through leading practice adoption

Linked SDGs:



Capitals contribution:



Health and safety performance improved further in 2025, with a 2% reduction in fatalities and a 12% reduction in total recorded accidents. This is a critical leading indicator of systemic improvement.

Central to this progress has been the continued strengthening of industry collaboration through the MOSH Learning Hub. The MOSH model enables structured sharing of leading practices across companies, accelerating the adoption of proven interventions.

In 2025 alone, the increased adoption of validated leading practices included FOG risk management tools, real-time proximity detection systems, dust suppression technologies and enhanced risk leadership programmes.




The signing and implementation of new 10-year Occupational Health and Safety Milestones further reinforced a culture of accountability, data transparency and shared learning. By focusing on systemic risk reduction, the industry continues to move closer to its zero harm ambition.

Safety performance is not only a moral imperative but also a productivity driver. Lower accident frequency correlates directly with improved operational stability, workforce morale and long-term sustainability.



STRATEGIC GOAL 4

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

Objectives	Material matters addressed	Risks	SDGs
<ul style="list-style-type: none"> Strengthen institutional governance and oversight 	<ul style="list-style-type: none"> Governance effectiveness; remuneration alignment; succession planning; accountability 	<ul style="list-style-type: none"> Leadership continuity risk; governance failure; performance misalignment Member disengagement; reputational exposure; fragmented industry positioning Financial strain; inefficient expenditure; misaligned incentives Skills erosion; institutional instability; declining service effectiveness 	  
<ul style="list-style-type: none"> Enhance member service and coordinated industry representation 	<ul style="list-style-type: none"> Stakeholder engagement; communication transparency; policy responsiveness; programme delivery 		
<ul style="list-style-type: none"> Maintain financial sustainability and disciplined resource allocation 	<ul style="list-style-type: none"> Budget management; cost control; funding stability; performance-linked incentives 		
<ul style="list-style-type: none"> Strengthen organisational capability and performance culture 	<ul style="list-style-type: none"> Leadership pipeline development; talent retention; performance management integration 		

Value realisation during the year

During the year, the Minerals Council translated governance, risk and capability initiatives into improved strategy execution, stronger enterprise risk management and sustained member confidence. These outcomes enabled the organisation to respond proactively to industry risks, deliver coordinated representation and maintain institutional stability.

Key outcomes achieved

- Strengthened governance oversight and accountability, supported by regular Board and management reviews of strategic performance, risk exposure and priority programmes.
- Enhanced enterprise risk management, improving cross functional coordination and proactive responses to leadership continuity, reputational exposure and institutional resilience risks.
- Sustained and broadened member engagement, including junior and emerging miners, despite a challenging operating and cost environment.
- Strengthened organisational capability, through succession planning, leadership development and enhanced incentive frameworks supporting the attraction and retention of critical skills.

Governance and strategic oversight

Board and committee structures continued to provide effective oversight of performance against strategic priorities, risk exposure and organisational sustainability. Enhanced governance, remuneration and performance management frameworks strengthened accountability, supported long term succession planning and improved alignment between strategic intent and delivery.

Enterprise risk management and organisational resilience

Enterprise risk management practices were strengthened to support early identification and proactive management of risks affecting institutional effectiveness, service delivery and reputation. Improved integration between risk, strategy and performance oversight enhanced the organisation's resilience and responsiveness to emerging challenges.

Member engagement and representative effectiveness

Member engagement remained a core delivery focus. Coordinated industry representation during legislative and policy processes strengthened credibility, transparency and alignment across the membership

base. Investor briefings, public communication and policy submissions were delivered in a disciplined and inclusive manner, reinforcing responsiveness to member priorities.

People, capability and performance culture

Organisational capability was reinforced through the implementation of structured succession planning frameworks, supported by objective leadership assessment tools and clear development pathways. Enhanced performance linked incentive structures aligned individual performance with long term organisational objectives, strengthening leadership continuity and organisational effectiveness.

Financial and operational sustainability




Financial discipline remained central to institutional sustainability. Enhancements to performance linked incentive frameworks, reduced reliance on external consultants and strengthened expenditure controls delivered operational efficiencies while maintaining service delivery capability. The organisation achieved a strong overall performance outcome, reinforcing affordability and financial resilience.

PERFORMANCE AND IMPACT

The Minerals Council applies an integrated capitals approach to demonstrate how resources are deployed to create sustainable value across the mining ecosystem. The performance against each capital below reflects resources utilised, activities undertaken, outcomes achieved and cross-capital interdependencies.

Performance against the six 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:

 Financial Capital	
We create financial capital through membership subscriptions, programme funding and collaborative investments that enable the Minerals Council to execute its mandate and support industry-wide initiatives.	
Resources used or spent	<ul style="list-style-type: none"> Advanced RD&I partnerships through the MMP, expending approximately R22.2 million on MMP programme activities in 2025. Member companies contributed over R74 million towards the VGWSS refurbishment works and have raised R268 million through a premium levy to fund Phase 2 upgrades of the 260 km pipeline. R1.97 billion in mapped RD&I expenditure (member-supported programmes). R500 million disbursed in occupational disease compensation.
Outcomes and impacts	<ul style="list-style-type: none"> Supported structured legislative and regulatory engagement processes that attract mining investment. Strengthened infrastructure reliability supporting production stability. Enhanced research capability and competitiveness roadmap development. Improved worker compensation access and credibility of compensation processes. Reinforced institutional sustainability through disciplined financial governance. Budget reallocation to support enhanced incentive framework and succession planning.
Other capitals involved	<ul style="list-style-type: none"> Human capital (innovation and leadership development) Social capital (infrastructure and community engagement) Natural capital (water stewardship) Intellectual capital (research outputs) <div style="text-align: right;">  </div>
SDG contribution	<ul style="list-style-type: none"> SDG 6 (Clean Water and Sanitation) SDG 8 (Decent Work and Economic Growth) SDG 9 (Industry, Innovation and Infrastructure) SDG 17 (Partnerships for the Goals) <div style="text-align: right;">  </div>
The Minerals Council preserved and leveraged financial capital to mitigate regulatory risk, strengthen innovation coordination and support infrastructure critical to competitiveness.	



Manufactured Capital

While the Minerals Council itself does not participate directly in mining, processing or manufacturing, we support the value creation of physical and technological infrastructure, including mining operations, logistics networks and supporting infrastructure.

Resources used or spent	<ul style="list-style-type: none"> • Approximately 6.5 GW of installed renewable energy infrastructure across member companies. • Water infrastructure rehabilitation through VGWSS. • Modernisation technology deployment through RIIS and the MMP. • Enhanced WSART reporting system upgrades. • Supported collaborative infrastructure projects including: <ul style="list-style-type: none"> - R62 million in SLP-linked bulk water refurbishment in Emalahleni. - Oversight of the R380 Kathu-Hotazel road reconstruction. - Participation in the R25 billion Olifants Management Model Programme. - Completion of the R127 million steel bridge in Limpopo.
Outcomes and impacts	<ul style="list-style-type: none"> • Continued implementation of MMP research programmes to integrate mechanisation, digitalisation and safety-enhancing technologies into operational practice. • Strengthened water security in key mining regions. • Development of shared innovation roadmaps under the RIIS Modernisation Partnership. • Expansion of structured learning systems under the MOSH framework. • Enhanced safety monitoring and hazard detection capability. • Increased energy resilience and reduced exposure to grid instability.
Other capitals involved	<ul style="list-style-type: none"> • Financial capital (infrastructure investment) • Intellectual capital (technology development) • Human capital (skills for modernisation) • Natural capital (resource efficiency) <div data-bbox="1758 1013 2123 1093" style="text-align: right;"> </div>
SDG contribution	<ul style="list-style-type: none"> • SDG 7 (Affordable and Clean Energy) • SDG 9 (Industry, Innovation and Infrastructure) • SDG 12 (Responsible Consumption and Production) • SDG 13 (Climate Action) <div data-bbox="1635 1149 2123 1252" style="text-align: right;"> </div>

Manufactured capital was enhanced through strengthened research infrastructure, coordinated innovation platforms and collaborative regional development initiatives.

PERFORMANCE AND IMPACT CONTINUED



Intellectual Capital


We contribute organisational knowledge, research, innovation and industry best practices that enhance competitiveness.

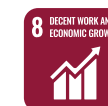
<p>Resources used or spent</p>	<ul style="list-style-type: none"> • RIIS Modernisation Partnership. • 2026–2030 Innovation Roadmap development. • Seismicity guideline revision (CSIR collaboration). • Climate Change Observatory Dashboard establishment. • Policy submissions and technical legislative analysis.
<p>Outcomes and impacts</p>	<ul style="list-style-type: none"> • Produced evidence-based submissions on the draft MRD Bill and the Concept Document of the Department of Trade, Industry and Competition Transformation Fund. • Facilitated multi-stakeholder policy dialogues including civil society and organised labour. • Produced research reports on the extent, nature and impact of the junior mining industry in South Africa, and on HRD and EE compliance in the mining industry. • Development of Data 4.0 safety intelligence capabilities to support predictive risk management. • Completed a global competitiveness assessment for critical minerals. • Established the first industry-wide climate data baseline across participating mining companies. • Advanced standardised methodologies for social impact design.
<p>Other capitals involved</p>	<ul style="list-style-type: none"> • Human capital (technical expertise) • Financial capital (research and development funding) • Social capital (collaborative platforms)
<p>SDG contribution</p>	<ul style="list-style-type: none"> • SDG 9 (Industry, Innovation and Infrastructure) • SDG 13 (Climate Action) • SDG 16 (Peace, Justice and Strong Institutions)



Intellectual capital was strengthened through improved data transparency, structured policy analysis and enhanced innovation coordination.



 Human Capital	
We enhance value through the knowledge, skills, health and experience of employees in the mining industry.	
Resources used or spent	<ul style="list-style-type: none"> Continued advancement of industry safety architecture through Khumbul'ekhaya 2.0, integrating leadership practice, critical risk management and data-driven safety monitoring. Masoyise Health Strategy (2025–2030 expansion). Occupational hygiene milestone implementation. WiM Strategy (2025–2027). Leadership succession planning and incentive framework enhancement. 26,600 foreign mineworkers assisted through coordinated labour mobility processes. 32 postgraduate research students supported through RD&I partnerships (81% Black, 31% female). More than R5 billion in HRD by member companies during the 2024/25 financial year.
Outcomes and impacts	<ul style="list-style-type: none"> A 51% average increase in adoption of MOSH leading practices across eight safety risk areas, with 54 additional mines implementing leading health and safety practices. From 2023 to 2024, measurable improvements in occupational health outcomes were recorded: <ul style="list-style-type: none"> Total occupational disease cases reduced by 7.6%. TB incidence declined from 33.3 to 31.3 cases per 10,000 employees. Silicosis cases declined by 41% year-on-year. Improved governance of post-incident medical care. Expansion of VFL practices across member operations. WiM Strategy introduced to enable fully inclusive and equitable and safe workspaces in the mining industry.
Other capitals involved	<ul style="list-style-type: none"> Social capital (labour engagement) Intellectual capital (safety leading practices) Financial capital (health programme funding)
SDG contribution	<ul style="list-style-type: none"> SDG 3 (Good Health and Well-being) SDG 5 (Gender Equality) SDG 8 (Decent Work and Economic Growth)
Human capital strengthened through improved safety adoption, sustained occupational disease reduction, leadership engagement and enhanced skills pipeline development.	



PERFORMANCE AND IMPACT CONTINUED



Social and Relationship Capital

We create significant value through the relationships with key stakeholders in the mining industry, including communities, government, labour unions, civil society and the media.

<p>Resources used or spent</p>	<ul style="list-style-type: none"> • Convened structured multi-stakeholder dialogues on mining legislative reform. • Engaged representatives of local communities, municipalities, organised labour, provincial departments and SALGA. • Strengthened industry collaboration through the CEO Zero Harm Forum and international safety partnerships. • The #MiningMatters campaign generated overwhelmingly positive sentiment, achieving over 2.7 million post impressions (2,770,798) and 1.2 million video views (1,294,288) across Minerals Council South Africa social media platforms. • Facilitated certification of 21,555 occupational disease compensation claims and R500 million in compensation payments.
<p>Outcomes and impacts</p>	<ul style="list-style-type: none"> • Improved labour stability and structured social dialogue. • Strengthened regulatory engagement credibility. • Enhanced stakeholder trust through compensation transparency. • Broader inclusion of civil society and labour in policy processes. • Increased adoption of improved occupational health and worker safety practices and programmes. • Improved gender inclusion and women’s health and well-being programmes.
<p>Other capitals involved</p>	<ul style="list-style-type: none"> • Human capital (well-being initiatives) • Financial capital (infrastructure funding) • Intellectual capital (policy analysis)
<p>SDG contribution</p>	<ul style="list-style-type: none"> • SDG 10 (Reduced Inequalities) • SDG 16 (Peace, Justice and Strong Institutions) • SDG 17 (Partnerships for the Goals)





Social and relationship capital was strengthened through structured engagement, collaborative development and enhanced transparency during a period of heightened policy and social scrutiny.



Natural Capital

Our focus on the environmental resources that mining depends on, including land, water, biodiversity and air quality, creates value for our stakeholders.

Resources used or spent	<ul style="list-style-type: none"> Supported the establishment of a balanced third NDC range for 2031–2035 (320–380 MtCO₂e). Advocated for the extension of Carbon Tax Phase 1 allowances to protect sector competitiveness. Engagement on response measures about management of acid mine drainage (AMD) and D&O mines. Contributed to the exclusion of industrial water use from municipal water regulation frameworks. Advanced a risk-based interpretation of water use authorisations under Section 21(g). Supported recovery of multimillion-rand water charge refunds resulting from erroneous charges, as well as reconciliation of the water uses. Advocated for the adoption of environmental best practices as well as assisting members with acquiring the requisite water and environmental authorisations. Established an industry-wide climate dataset baseline through the Climate Change Observatory.
Outcomes and impacts	<ul style="list-style-type: none"> Improved water governance and reporting consistency. Strengthened environmental regulatory alignment and reduced environmental footprint. Enhanced decarbonisation trajectory and reduced carbon exposure risk. Increased industry readiness for CBAM. Strengthened standardised climate data monitoring and collection.
Other capitals involved	<ul style="list-style-type: none"> Financial capital (renewables investment) Intellectual capital (climate dashboard and policy modelling) Social capital (government partnership) 
SDG contribution	<ul style="list-style-type: none"> SDG 6 (Clean Water and Sanitation) SDG 12 (Responsible Consumption and Production) SDG 13 (Climate Action) 

Natural capital stewardship advanced through strengthened climate data transparency, pragmatic policy engagement, improved water governance, collaboration and progress in mine rehabilitation, contributing to a reduced environmental footprint despite infrastructure constraints and transition risks.

* See Mining and sustainability [here](#).

Overall impact and outlook

Overall, the Minerals Council's activities during the year contributed to improved sector resilience, reduced value uncertainty and strengthened foundations for long-term value creation. While structural challenges remain, progress achieved through coordinated action and focused advocacy positions the industry to better respond to evolving economic, social and environmental demands in the period ahead.

PERFORMANCE AND IMPACT CONTINUED

Mining and sustainability

Global alignment and contribution to the 17 Sustainable Development Goals



The 17 UN SDGs are at the core of the 2030 Agenda for Sustainable Development, a globally adopted framework that sets out a vision for a more equitable, prosperous and sustainable world. As a universal call to action, the SDGs recognise that economic growth, social inclusion and environmental protection must be pursued in an integrated manner to drive long-term resilience and shared prosperity.

The Minerals Council acknowledges the critical role of the mining industry in advancing the SDGs, particularly in driving economic growth, reducing inequality, accelerating innovation and addressing climate change.

Mining activities directly influence several SDGs, including those related to decent work (SDG 8), industry and infrastructure (SDG 9), responsible consumption and production (SDG 12), and climate action (SDG 13). Through strategic partnerships (SDG 17 (Partnerships for the Goals)), the mining industry can play a transformative role in advancing goals related to clean energy (SDG 7), water security (SDG 6) and community development (SDGs 1, 2, 3, 4 and 10).

Alignment to the Sustainable Development Goals

The Minerals Council integrates the SDGs into its strategic planning, risk oversight and performance reporting processes. The SDGs are not treated as a standalone sustainability framework, but as an integrated lens through which economic resilience, environmental stewardship, social stability and institutional governance are advanced.

Our 2025 double materiality assessment and industry risk register informed SDG prioritisation, ensuring alignment between what is strategically material to the mining industry, what is societally impactful, and where the Minerals Council and its members can exert meaningful influence.

While member companies deliver operational outcomes, the Minerals Council contributes by shaping policy frameworks, strengthening governance standards and convening multi-stakeholder partnerships that enable sustainable industry performance.

The table below illustrates how the Minerals Council's four Strategic Goals align with priority SDGs. This alignment ensures that SDG integration is embedded within strategic execution rather than positioned as a parallel initiative.

Strategic goal	Primary SDGs supported
Goal 1: Competitiveness and industry vision	SDG 8 (Decent Work and Economic Growth) SDG 9 (Industry, Innovation and Infrastructure) SDG 12 (Responsible Consumption and Production) SDG 13 (Climate Action)
Goal 2: Policy, infrastructure and operating environment	SDG 3 (Good Health and Well-being) SDG 4 (Quality Education) SDG 5 (Gender Equality) SDG 6 (Clean Water and Sanitation) SDG 7 (Affordable and Clean Energy) SDG 8 (Decent Work and Economic Growth) SDG 10 (Reduced Inequalities) SDG 13 (Climate Action) SDG 16 (Peace, Justice and Strong Institutions) SDG 17 (Partnerships for the Goals)
Goal 3: EESG performance and leading practice	SDG 3 (Good Health and Well-being) SDG 6 (Clean Water and Sanitation) SDG 12 (Responsible Consumption and Production) SDG 13 (Climate Action)
Goal 4: Institutional effectiveness and member service	SDG 8 (Decent Work and Economic Growth) SDG 16 (Peace, Justice and Strong Institutions) SDG 17 (Partnerships for the Goals)



To learn more about our performance against strategic goals, mapped against the SDGs, [click here](#).

While some SDGs fall outside the direct influence of the private sector, many can only be achieved through strong collaboration between industry, government and civil society. In South Africa, the SDGs are closely aligned with the National Development Plan, reinforcing the need for a cohesive and systemic approach to sustainable development.

Through responsible mining practices, technological innovation and transparent governance, the industry can make a meaningful impact, helping to shape a future where economic success and sustainable development go hand in hand.



Priority Sustainable Development Goals

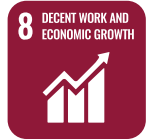
These are SDGs to which the Minerals Council and our members can make a direct contribution. Based on materiality, risk exposure and strategic focus, the following SDGs represent areas to which the Minerals Council and our members made a direct and measurable contribution in 2025.

<p>3.3 3.8</p>	<p>4.1 4.2 4.3 4.4 4.5 4.6 4a 4b</p>	<p>5.1 5.2 5.5 5b 5c</p>	<p>6.1 6.3 6.4 6.6 6b</p>	<p>7.2 7.3</p>
<ul style="list-style-type: none"> Preventative healthcare (employees and communities) Focus on mental health HIV/AIDS and TB prevention and treatment Safety initiatives <p>Outcomes SDG 3</p> <p>Mining health and safety performance remains central to sustainable industry outcomes. These outcomes reflect strengthened governance, predictive risk management and long-term exposure reduction strategies. In 2025, contributions included:</p> <ul style="list-style-type: none"> Reduction in occupational diseases, new silicosis cases and TB incidence. Implementation of Khumbul'ekhaya 2.0 safety architecture. Expansion of the Masoyise Health Programme Strategy (2025–2030), incorporating mental health and women's health. 	<ul style="list-style-type: none"> Investment in school infrastructure, and learner and educator support Provision of bursaries and scholarships Support to tertiary institutions (funding and infrastructure) Skills development and training (employees, non-employees and communities) <p>Outcomes SDG 4</p> <p>Strengthening the skills pipeline remains critical to long-term industry competitiveness and transformation. Addressing pipeline constraints requires sustained collaboration between industry, government and education institutions. In 2025, contributions included:</p> <ul style="list-style-type: none"> Engagement on structural skills shortages affecting compliance with 2030 EE targets, particularly at professionally qualified and skilled technical levels. Investment in RD&I through the MMP and RIIS Modernisation Partnership. Leadership development and succession planning initiatives to strengthen institutional capability. 	<ul style="list-style-type: none"> Advancing the role of women in mining Pursuance of EE, Mining Charter and sector targets <p>Outcomes SDG 5</p> <p>Gender inclusion forms part of the industry's broader transformation agenda. 2025 contributions included:</p> <ul style="list-style-type: none"> Ongoing WiM initiatives and leadership engagement platforms. Integration of gender considerations within five-year EE Plans under the 2025 regulatory amendments. Engagement on retention, workplace safety and career progression challenges affecting women in mining. 	<ul style="list-style-type: none"> Investment in water infrastructure and shared resources (with communities and municipalities) Pollution prevention, reuse and recycling Mainstreaming of WC/WDM <p>Outcomes SDG 6</p> <p>Water governance remains a critical enabler of both environmental performance and social licence to operate. Water stewardship remains material to both operational continuity and community sustainability. 2025 contributions included:</p> <ul style="list-style-type: none"> Enhancement of the WSART. Collaboration with the DWS on water governance reform. Participation in the VGWSS, supporting regional water security. Ongoing engagement on mine water management and AMD mitigation. 	<ul style="list-style-type: none"> Reduction and optimisation of energy usage Transition to and investing in renewables <p>Outcomes SDG 7</p> <p>Energy security and decarbonisation remain interdependent pillars of long-term competitiveness. The industry continues to diversify energy sources while advocating systemic reform. In 2025, contributions included:</p> <ul style="list-style-type: none"> Engagement on energy market reform and transmission capacity stabilisation. Policy input on carbon pricing mechanisms and climate sequencing.

PERFORMANCE AND IMPACT CONTINUED

Priority Sustainable Development Goals

These are SDGs to which the Minerals Council and our members can make a direct contribution. Based on materiality, risk exposure and strategic focus, the following SDGs represent areas to which the Minerals Council and our members made a direct and measurable contribution in 2025.



8.1.1 8.2 8.3 8.5 8.6 8.8

- Promoting responsible sustainable growth
- Direct and indirect job creation
- Direct and indirect investment
- Enterprise and Supplier Development, and local procurement

Outcomes SDG 8

Mining remains a significant contributor to national employment, exports and fiscal revenue. Ensuring stable operating conditions underpins job preservation and long-term industry growth.

The Minerals Council supports SDG 8 through:

- Advocacy for regulatory certainty and infrastructure reform to unlock investment.
- Education, training and skills development investment for both employed and unemployed.
- Structured labour dialogue and workforce stability initiatives.
- Engagement on EE regulatory reform to promote sustainable transformation implementation.

9.2 9.5

- Investment in private and public infrastructure
- RD&I

Outcomes SDG 9

Modernisation and research collaboration strengthen industrial competitiveness. Innovation enhances productivity, safety and environmental performance across the industry.

2025 contributions included:

- Ongoing investment in RD&I.
- Increasing the adoption of mechanisation, digital integration and advanced monitoring technologies.

12.2 12.4 12.6 12.7

- Materials stewardship and integration in the circular economy
- Waste minimisation, reuse and recycling

Outcomes SDG 12

Environmental accountability supports long-term resource sustainability and export credibility. Responsible resource stewardship is embedded within environmental governance reform.

In 2025, contributions included:

- Alignment of tailings management practices with international standards.
- Engagement on mine rehabilitation and closure reform.
- Advocacy for risk-based environmental regulatory implementation.

13.1 13.3

- Decarbonisation of operations
- Support for mitigation, adaptation and impact reduction in respect of climate change
- Commitment to just energy transition

Outcomes SDG 13

Climate alignment is integrated within energy reform and policy engagement. 2025 contributions included:

- Establishment of the Climate Change Observatory Dashboard to enhance emissions transparency.
- Engagement on implementation of the Climate Change Act and carbon budgets.
- Monitoring of CBAM and trade competitiveness exposure.

17.16 17.17

- Support for national and regional initiatives against crime and corruption
- Promoting transparency in reporting

Outcomes SDG 17

The Minerals Council's institutional contribution lies in structured convening and governance alignment. Participating in partnership-based problem solving remains foundational to industry stability. In 2025, contributions included:

- Multi-stakeholder engagement on the MRD Bill.
- Structured collaboration with government departments, labour federations and research institutions.

Important Sustainable Development Goals

The mining industry also contributes indirectly to broader SDGs through multiplier effects, taxation, procurement and community development initiatives. These are SDGs to which the Minerals Council can make an indirect contribution, often through partnerships with the public and private sector.



- Direct and indirect job creation
- Payment of taxes and royalties
- Supporting basic services and infrastructure



- Promoting inclusive economic growth and transformation



- Investment in accommodation and infrastructure for employees and communities
- Respect for and protection of heritage sites



- Support for ecosystem services
- Sustainable rehabilitation options
- Promoting and protecting biodiversity, including through offsets

Strategic partnerships advancing the Sustainable Development Goals

Women in Mining Initiative



The WiM initiative remains a cornerstone partnership advancing gender inclusion and workplace equity across the industry. Through structured leadership platforms, quarterly reporting on gendered personal protective equipment and facilities, GBVF-H response frameworks, and the 2025-2027 WiM Strategy, the Minerals Council supports measurable progress in representation, safety and inclusion. The initiative strengthens workforce participation and reinforces transformation as a competitiveness imperative.

Masoyise Health Programme



Masoyise is a multi-stakeholder health partnership bringing together sector, government, organised labour, national and international partners to address TB, HIV and occupational disease risks in mining communities. In 2025, the programme also focused on women’s health, reflecting an integrated worker well-being approach. Through structured screening, treatment access and health system collaboration, Masoyise demonstrates measurable industry contribution to improved health outcomes.

Water Conservation and Water Demand Management Partnership



In partnership with the DWS, the Minerals Council advanced industry-wide water stewardship through updated commodity-based benchmarks and enhancement of the WSART reporting tool. This collaboration enables harmonised water accounting, improved compliance alignment and strengthened transparency. Through initiatives such as the VGWSS, the partnership supports regional water security while embedding responsible resource management across operations.