

GRI STANDARDS SCORECARD



We have adopted the GRI's Sustainability Reporting Standards (core compliance) and their Mining Sector Supplement as the basis for Harmony's Integrated Annual Report 2019.

Ngubane & Co. (Jhb) Inc. have assured selected sustainability information in this report (see their GRI Assurance Report on pages 154 to 156 of the Integrated Annual Report 2019). The full set of 2019 annual reports is available online at www.har.co.za.

GRI Standard	Disclosure number	Disclosure title	Section: page reference in the Integrated Annual Report 2019
GENERAL DISCLOSURES			
Organisational profile	102-1	Name of the organisation	Throughout the report
	102-2	Activities, brands, products, and services	Corporate profile: 2-3
	102-3	Location of headquarters	Corporate profile: 2
	102-4	Location of operations	Corporate profile: 3
	102-5	Ownership and legal form	Corporate profile: 2
	102-6	Markets served	Managing our risks and opportunities: 25
	102-7	Scale of the organisation	Corporate profile: 2-3 Creating and sharing value: 6-7 Financial performance: 75
	102-8	Information on employees and other workers	Employee relations: 93
	102-9	Supply chain	Preferential procurement: 124 Responsible stewardship: suppliers and market: 139
	102-10	Significant changes to the organisation and its supply chain	Preferential procurement: 124 Responsible stewardship: suppliers and market: 139
	102-11	Precautionary Principle or approach	Our sustainable development framework – responsible stewardship: 16-17
	102-12	External initiatives	About this report: inside front cover Our sustainable development framework – responsible stewardship: 16
	102-13	Membership of associations	About this report: inside front cover Our sustainable development framework – responsible stewardship: 16
Strategy	102-14	Statement from senior decision-maker	Chief executive's review: 10-11
	102-15	Key impacts, risks, and opportunities	Managing our risks and opportunities: 22-31
Ethics and integrity	102-16	Values, principles, standards, and norms of behaviour	Our values: 3 Our sustainable development framework – responsible stewardship: 16 Corporate governance: 42-43
	102-17	Mechanisms for advice and concerns about ethics	Whistleblowing policy: 54

GRI STANDARDS SCORECARD CONTINUED

GRI Standard	Disclosure number	Disclosure title	Section: page reference in the Integrated Annual Report 2019
Governance	102-18	Governance structure	Corporate governance: 43-45
	102-19	Delegating authority	Social and ethics committee: chairman's report: 40-41
	102-20	Executive-level responsibility for economic, environmental, and social topics	Social and ethics committee: chairman's report: 40-41
	102-21	Consulting stakeholders on economic, environmental, and social topics	Social and ethics committee: chairman's report: 40-41
	102-22	Composition of the highest governance body and its committees	Board composition, chairman and independence: 45-46
	102-23	Chair of the highest governance body	Board composition, chairman and independence: 45
	102-24	Nominating and selecting the highest governance body	Board composition, chairman and independence: 45
	102-25	Conflicts of interest	Conflicts of interest: 47
	102-26	Role of highest governance body in setting purpose, values, and strategy	Corporate governance: 43-44
	102-27	Collective knowledge of highest governance body	Corporate governance: 47-48
	102-28	Evaluating the highest governance body's performance	Corporate governance: 47
	102-29	Identifying and managing economic, environmental, and social impacts	Social and ethics committee: chairman's report: 40-41
	102-30	Effectiveness of risk management processes	Risk management process: 22
	102-31	Review of economic, environmental, and social topics	Social and ethics committee: chairman's report: 40-41
	102-32	Highest governance body's role in sustainability reporting	Social and ethics committee: chairman's report: 40-41
	102-33	Communicating critical concerns	Stakeholder engagement: 18 Shareholder feedback: 71
	102-34	Nature and total number of critical concerns	Stakeholder engagement: 19 Our material ESG issues: 20
	102-35	Remuneration policies	Remuneration report: 56-57
	102-36	Process for determining remuneration	Remuneration report: 56-57
	102-37	Stakeholders' involvement in remuneration	Remuneration report: 56-57
102-38	Annual total compensation ratio	Remuneration report: 62-71	
102-39	Percentage increase in annual total compensation ratio	Remuneration report: 65	

GRI STANDARDS SCORECARD CONTINUED

GRI Standard	Disclosure number	Disclosure title	Section: page reference in the Integrated Annual Report 2019
Stakeholder engagement	102-40	List of stakeholder groups	Stakeholder engagement: 18
	102-41	Collective bargaining agreements	Employee relations: 98-99
	102-42	Identifying and selecting stakeholders	Stakeholder engagement: 18
	102-43	Approach to stakeholder engagement	Stakeholder engagement: 18
	102-44	Key topics and concerns raised	Stakeholder engagement: 18-19
Reporting practice	102-45	Entities included in the consolidated financial statements	About this report: IFC
	102-46	Defining report content and topic boundaries	About this report: IFC
	102-47	List of material topics	Our materials ESG issues: 20-21
	102-48	Restatements of information	None
	102-49	Changes in reporting	None
	102-50	Reporting period	About this report: IFC
	102-51	Date of most recent report	About this report: IFC
	102-52	Reporting cycle	About this report: IFC
	102-53	Contact point for questions regarding the report	Feedback: 1
	102-54	Claims of reporting in accordance with the GRI Standards	About this report: IFC
	102-55	GRI content index	GRI Standards scorecard: www.har.co.za/19/download/HAR-GRI19.pdf
102-56	External assurance	Assurance report: 154-156	
MANAGEMENT APPROACH			
Management approach	103-1	Explanation of the material topic and its boundary	Stakeholder engagement: 18-19 Our material ESG issues: 20-21
	103-2	The management approach and its components	Our material ESG issues: 20-21 Throughout this report
	103-3	Evaluation of the management approach	Our material ESG issues: 20-21 Throughout this report
ECONOMIC PERFORMANCE			
Economic performance	201-1	Direct economic value generated and distributed	How we performed: 76-77
	201-2	Financial implications and other risks and opportunities due to climate change	Energy management: 135-139
	201-3	Defined benefit plan obligations and other retirement plans	Remuneration policy: 60 Employee relations: 94
	201-4	Financial assistance received from government	None
Market presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Remuneration policy: 60 Employee relations: 94
	202-2	Proportion of senior management hired from the local community	Employee relations: 94 and 96
Indirect economic impacts	203-1	Infrastructure investments and services supported	Infrastructure development: 120
	203-2	Significant indirect economic impacts	Socio-economic development: 118-127

GRI STANDARDS SCORECARD CONTINUED

GRI Standard	Disclosure number	Disclosure title	Section: page reference in the Integrated Annual Report 2019
Procurement practices	204-1	Proportion of spending on local suppliers	Creating and sharing value: 7
Anti-corruption	205-1	Operations assessed for risks related to corruption	Managing our risks and opportunities: 23, 29 and 43
	205-2	Communication and training about anti-corruption policies and procedures	Organisational ethics: 43 Code of conduct: 53
	205-3	Confirmed incidents of corruption and actions taken	Code of conduct: 53
Anti-competitive behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Code of conduct: 53 Whistleblowing policy: 54
ENVIRONMENTAL PERFORMANCE			
Materials	301-1	Materials used by weight or volume	Materials used: 144
	301-2	Recycled input materials used	Materials used: 144
	301-3	Reclaimed products and their packaging materials	Environmental incidents: 131 Minerals waste: 144
Energy	302-1	Energy consumption within the organisation	Energy consumption: 135
	302-2	Energy consumption outside of the organisation	Direct and indirect energy consumption: 138
	302-3	Energy intensity	Group environmental targets: 132 Energy consumption: 135 Carbon emissions intensity: 139
	302-4	Reduction of energy consumption	Energy management: 135-137
	302-5	Reductions in energy requirements of products and services	Energy management: 135-137
Water	303-1	Water withdrawal by source	Water use: 141
	303-2	Water sources significantly affected by withdrawal of water	Optimising water use, limiting our impacts: 140
	303-3	Water recycled and reused	Water use: 141
Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity and conservation: 134-135
	304-2	Significant impacts of activities, products, and services on biodiversity	Biodiversity and conservation: 134-135
	304-3	Habitats protected or restored	Biodiversity and conservation: 134-135
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity and conservation: 134-135
	MM1	Amount of land (owned or leased and managed for production activities or extractive use) disturbed or rehabilitated	Biodiversity and conservation: 134-135
	MM2	The number and percentage of total sites identified as requiring biodiversity management plans according to stated criteria, and the number (percentage) of those sites with plans in place	Biodiversity and conservation: 134-135

GRI STANDARDS SCORECARD CONTINUED

GRI Standard	Disclosure number	Disclosure title	Section: page reference in the Integrated Annual Report 2019
Emissions	305-1	Direct (Scope 1) GHG emissions	Group carbon emissions: 139
	305-2	Energy indirect (Scope 2) GHG emissions	Group carbon emissions: 139
	305-3	Other indirect (Scope 3) GHG emissions	Group carbon emissions: 139
	305-4	GHG emissions intensity	Group carbon emissions: 139
	305-5	Reduction of GHG emissions	Energy management: 138-140
	305-6	Emissions of ozone-depleting substances (ODS)	None
	305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	Group carbon emissions: 139
Effluents and waste	306-1	Water discharge by quality and destination	Optimising water use, limiting our impacts: 140
	306-2	Waste by type and disposal method	Type of waste: 147
	306-3	Significant spills	Environmental incidents: 131
	306-4	Transport of hazardous waste	Environmental management and stewardship: 134 and 144
	306-5	Water bodies affected by water discharges and/or runoff	Water discharge: 142
	MM3	Total amounts of overburden, rock, tailings and sludges, and their associated risks	Tailings management: 145-146
Environmental compliance	307-1	Non-compliance with environmental laws and regulations	None
	MM10	Number and percentage of operations with closure plans	Governance: 129
Supplier environmental assessment	308-1	New suppliers that were screened using environmental criteria	Responsible stewardship: 139
	308-2	Negative environmental impacts in the supply chain and actions taken	Environmental incidents: 131
SOCIAL PERFORMANCE			
Employment	401-1	New employee hires and employee turnover	Employee complement: 93
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Remuneration policy: 58 and 63 Employee relations: 94 and 98
Labour/management relations	402-1	Minimum notice periods regarding operational changes	Employee relations: 98-99
	MM4	Number of strikes and lockouts exceeding one week's duration by country	None
Occupational health and safety	403-1	Workers representation in formal joint management-worker health and safety committees	Safety and health: 80
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Safety and health: 84
	403-3	Workers with high incidence or high risk of diseases related to their occupation	Safety and health: 87-89
	403-4	Health and safety topics covered in formal agreements with trade unions	Stakeholder engagement: 18

GRI STANDARDS SCORECARD CONTINUED

GRI Standard	Disclosure number	Disclosure title	Section: page reference in the Integrated Annual Report 2019
Training and education	404-1	Average hours of training per year per employee	Employee relations: 95
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Employee relations: 93-95
	404-3	Percentage of employees receiving regular performance and career development reviews	Employee relations: 93-95
Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	Board composition: 46
	405-2	Ratio of basic salary and remuneration of women to men	Remuneration report: 56-57
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	None
Freedom of association and collective bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	None
Child labour	408-1	Operations and suppliers at significant risk for incidents of child labour	None
Forced or compulsory labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	None
Security practices	410-1	Security personnel trained in human rights policies or procedures	None
Rights of indigenous peoples	411-1	Incidents of violations involving rights of indigenous peoples	None
Human rights assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	None
	412-2	Employee training on human rights policies or procedures	None
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	None
Local communities	413-1	Operations with local community engagement, impact assessments, and development programmes	Socio-economic development: 118-127
	413-2	Operations with significant actual and potential negative impacts on local communities	Socio-economic development: 118-127 Environmental management: 129 and 131
	MM5	Total number of operations taking place in or adjacent to indigenous peoples' territories, and number and percentage of operations or sites where there are formal agreements with indigenous peoples' communities	None
Supplier social assessment	414-1	New suppliers that were screened using social criteria	None
	414-2	Negative social impacts in the supply chain and actions taken	None

GRI STANDARDS SCORECARD CONTINUED

GRI Standard	Disclosure number	Disclosure title	Section: page reference in the Integrated Annual Report 2019
Public policy	415-1	Political contributions	Political donations: 43
Customer health and safety	416-1	Assessment of the health and safety impacts of product and service categories	Not material
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	None
Marketing and labelling	417-1	Requirements for product and service information and labelling	Not material
	417-2	Incidents of non-compliance concerning product and service information and labelling	None
	417-3	Incidents of non-compliance concerning marketing communications	None
Customer privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None
Socio-economic compliance	419-1	Non-compliance with laws and regulations in the social and economic area	None