



The Venture's internal and external audit reviews 2021

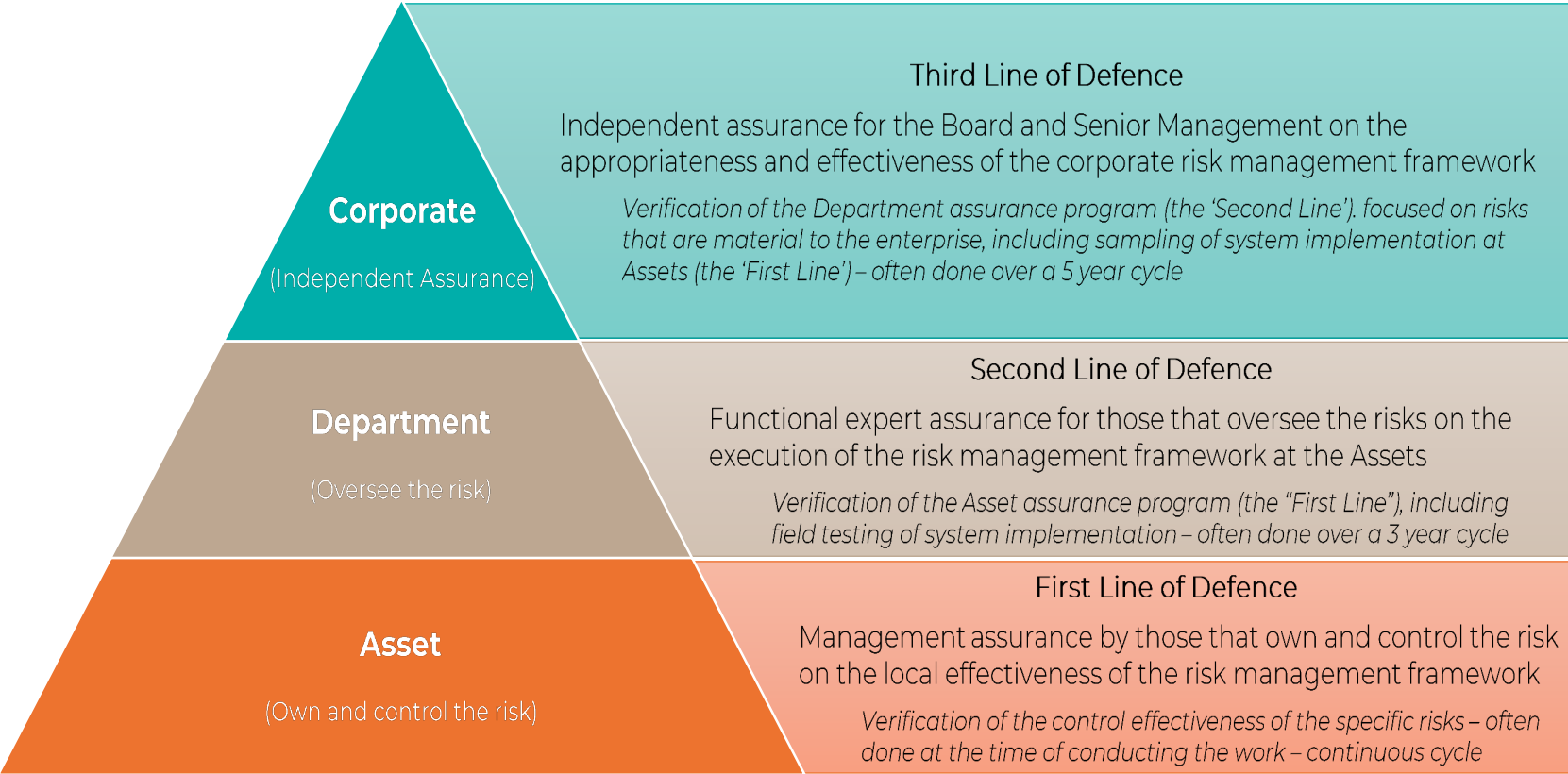
Agenda

1 External Audits 2021

2 Internal Audits 2021

3 Planned Audits 2022

Assurance Structure



Assurance Structure

Line of Defence	Entity for Assurance Activity	
First line of Defence (Asset)	Self-assessment	Owner
	Second-party	A person independent from the subject, auditing the owner of the risk
	Third-party	External independent company/person, auditing the owner of the risk
Second Line of Defence (Department)	Second-party	A person independent from the subject, auditing the owner of the risk
	Third-party	External independent company/person, auditing the owner of the risk
The third line of Defence (Corporate)	Second-party	A person independent from the subject, auditing the owner of the risk
	Third-party	External independent company/person, auditing the owner of the risk

Third line of Defence Assurance 2021 – 3rd party

- **Glencore Corporate Practice (GCP data verification for sustainability report - Deloitte**
 - Wonderkop Smelter

- **Opencast assessments - HATCH**
 - Western Chrome Mines

- **Underground assessments**
 - Eastern Chrome Mines
 - Western Chrome Mines

Third line of Defence Assurance 2021 – Second Party

- **ESG: Action Closure**
 - Alloys

- **ESG: Scope 1 & 2 emissions**
 - Boshhoek Smelter
 - Lion Smelter
 - Wonderkop Smelter

- **ESG: Mine closure planning**
 - Lydenburg Smelter
 - Rustenburg Smelter
 - Waterval Mine

- **ESG: Road Safety Transportation**
 - Alloys department
 - Thorncliffe Mine

Third line of Defence Assurance 2021 – Second Party

- **PMC#5 HPRI action verification**
 - Magareng
 - Boshhoek Smelter

PMC – Potential Maximum Consequence

PMC#5 – Catastrophic risks

HPRI – High Potential Risk Incident

Second line of Defence Assurance 2021 – 3rd party

- **HSE Legal Compliance –Andersen Attorneys**
 - Eastern Chrome Mines
 - UG2
 - Rustenburg Smelter

- **Voluntary Principles on Security and Human Rights – Synergy Global**
 - Boshhoek Smelter
 - Carbon Division
 - Lion Smelter
 - Rustenburg Smelter
 - Wonderkop Smelter
 - Eastern Chrome Mines
 - Western Chrome Mines

Second line of Defence Assurance 2021 – 2nd party

- **GCP Data verification**

- Boshhoek Smelter
- Wonderkop Smelter

- **Contractor management**

- Lion Smelter
- Western Chrome Mines

- **Fatal Hazard Protocol 13 – Molten material**

- Boshhoek Smelter
- Lion Smelter
- Rustenburg Smelter
- Wonderkop Smelter

Second line of Defence Assurance 2021 – 2nd party

- **Fatal Hazard Protocol 4 – Mobile Equipment**

- Boshhoek Smelter
- Lion Smelter
- Rustenburg Smelter
- Wonderkop Smelter
- Eastern Chrome Mines
- Western Chrome Mines

- **Fatal Hazard Protocol 1 – Tyre & Rim Management**

- Boshhoek Smelter
- Lion Smelter
- Rustenburg Smelter
- Wonderkop Smelter
- Eastern Chrome Mines
- Western Chrome Mines

Third Line of Defense Assurance – Planned for 2022

- **Pyrometallurgical assessments**

- Boshhoek Smelter
- Lion Smelter
- Rustenburg Smelter
- Wonderkop Smelter

- **Tailings Facility assessments**

- Kroondal Mine
- Wonderkop Smelter

- **Underground assessments**

- Kroondal Mine
- Helena Mine
- Magareng Mine
- Thorncliffe Mine

Third Line of Defense Assurance – Planned for 2022

- **PMC#5 HPRI action verification**
 - Kroondal Mine
 - Magareng Mine
 - Lion Smelter
- **Security Failure and Human Rights (M Wewedge) (July)**
 - Lion
 - Wonderkop
 - Eastern Chrome Mines

PMC – Potential Maximum Consequence

PMC#5 – Catastrophic risks

HPRI – High Potential Risk Incident

Second Line of Defense Assurance – Planned for 2022

- **GCP Data verification**

- Lion Smelter
- Rustenburg Smelter

- **Fatal Hazard Protocol 1, 2, 3, 5, 6, 7, 8, 9, 12**

- Smelters and Mines where risk is inherent

- **Baseline study (Social Survey) – Stakeholder engagement**

- Boshhoek Smelter
- Carbon Division
- Kroondal Mine
- Rietvly Mine
- Rustenburg Smelter
- Waterval Mine
- Wonderkop Smelter