

# GRI Index



IAR – Integrated annual report 2016 available at <http://www.panafricanresources.com/investors/financial-reports/>



Online supplementary sustainable development information available at <http://www.panafricanresources.com/sheqc/gri-and-sustainability/>

Pan African Resources is committed to the G3.1 Guidelines, which continues to provide a valuable framework for citizenship reporting. Our 2016 reporting applies a self-declared GRI Application Level B. This index should be read in conjunction with our integrated annual report 2016 and supplementary sustainable development information 2016, all of which are available on our website.

Indicator	Description	Reference
<b>1. STRATEGY AND ANALYSIS</b>		
1.1	Statement from the most senior decision-maker of the organisation	IAR page 14
1.2	Description of key impacts, risks, and opportunities	IAR pages 30 to 33
<b>2. ORGANISATIONAL PROFILE</b>		
2.1	Name of the organisation	Pan African Resources
2.2	Primary brands, products, and/or services	IAR pages 10 to 11
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries and joint ventures	IAR page 8
2.4	Location of organisation's headquarters	IAR inside back cover
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	Pages 10 to 11 About this report
2.6	Nature of ownership and legal form	IAR page 8
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	IAR pages 8 to 11
2.8	Scale of the reporting organisation	IAR pages 8 to 11
2.9	Significant changes during the reporting period regarding size, structure, or ownership	IAR pages 2, 8, 19 and 43
2.10	Awards received in the reporting period	None received
<b>3. REPORT PARAMETERS</b>		
3.1	Reporting period (e.g. fiscal/calendar year) for information provided	30 June 2016
3.2	Date of most recent previous report (if any)	30 June 2015
3.3	Reporting cycle (annual, bi-annual, etc.)	Annual
3.4	Contact point for questions regarding the report or its contents	Company secretary Phil Dexter phil.dexter@corpserv.co.uk
3.5	Process for defining report content	About this report
3.6	Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	About this report
3.7	State any specific limitations on the scope or boundary of the report	About this report
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organisations	About this report
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report	About this report
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	IAR page 28 and 70
3.11	Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report	IAR inside front cover About this report
3.12	Table identifying the location of the Standard Disclosures in the report	GRI index
3.13	Policy and current practice with regard to seeking external assurance for the report	IAR pages 112 to 113 About this report
<b>4. GOVERNANCE, COMMITMENTS AND ENGAGEMENTS</b>		
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight	IAR page 88
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	IAR page 88
4.3	For organisations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members	IAR pages 84 to 85

Indicator	Description	Reference
<b>4. GOVERNANCE, COMMITMENTS AND ENGAGEMENTS</b> <small>continued</small>		
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	IAR pages 72, 185, 191 and 193
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives and the organisation's performance (including social and environmental performance)	IAR pages 93 to 103
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	IAR page 89
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental, and social topics	IAR page 89
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	IAR pages 22, 23 and 88
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct and principles	IAR page 90 Safety page 3
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	IAR pages 89 to 90
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	IAR page 89
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses	IAR pages 60 and 88 About this report
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organisations	IAR page 29
4.14	List of stakeholder groups engaged by the organisation	IAR pages 34 and 35
4.15	Basis for identification and selection of stakeholders with whom to engage	IAR page 34
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	IAR pages 34 and 35
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting	IAR pages 34 and 35
<b>DISCLOSURES ON MANAGEMENT APPROACH (DMA)</b>		
DMA EC	Economic performance Indirect economic impacts	Market presence IAR pages 26, 27, 29 and 115
DMA EN	Materials Water Emissions, effluent and waste Compliance Overall	Energy Biodiversity Products and services Transport IAR pages 75 and 77 Environment pages 1 to 7
DMA LA	Employment Occupational health and safety Diversity and equal opportunity	Labour/management relation Training and education Equal remuneration for women and men IAR pages 69 to 78; 80 and 81 Safety pages 1 to 8 Employee report pages 1 to 9
DMA HR	Investment and procurement practices Freedom of association and collective bargaining Prevention of forced and compulsory labour Indigenous rights Remediation	Non-discrimination Child labour Security practices Assessment IAR pages 72, 80 and 81 Safety pages 1 to 8 Employee report pages 5, 7 and 9
DMA SO	Local communities Public policy Compliance	Corruptions Anti-competitive behaviour IAR pages 74, 79 to 81, 88 and 89 Safety page 2 Environment pages 2, 4 and 5 Communities pages 1 to 6
DMA PR	Customer health and safety Marketing communications Compliance	Product and service labelling Customer privacy IAR pages 75, 79 to 81 Safety page 2 Environment pages 2, 4 and 5

Indicator	Description	Reference
<b>ECONOMIC</b>		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments	IAR page 5, 27, 28 and 115
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	Environment page 2
EC3	Coverage of the organisation's defined benefit plan obligations	IAR page 123
EC4	Significant financial assistance received from government	None received
<b>Market presence</b>		
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	Not reported
EC6	Policy, practices and proportion of spending on locally-based suppliers at significant locations of operation	IAR page 81
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	Employee report page 2 IAR page 72
<b>Indirect economic impacts</b>		
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or <i>pro bono</i> engagement	Communities pages 1 to 6
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	IAR pages 26 and 27
<b>ENVIRONMENTAL</b>		
<b>Materials</b>		
EN1	Materials used by weight or volume	Environment page 6
EN2	Percentage of materials used that are recycled input materials	Environment page 6
<b>Energy</b>		
EN3	Direct energy consumption by primary energy source	Environment page 5
EN4	Indirect energy consumption by primary source	Environment page 5
EN5	Energy saved due to conservation and efficiency improvements	Environment page 5
EN6	Initiatives to provide energy-efficient or renewable energy based products and services and reductions in energy requirements as a result of these initiatives	Not applicable
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Environment page 5
<b>Water</b>		
EN8	Total water withdrawal by source	Environment page 4
EN9	Water sources significantly affected by withdrawal of water	Environment page 4
EN10	Percentage and total volume of water recycled and reused	Environment page 4
<b>Biodiversity</b>		
EN11	Location and size of land owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas	Environment page 7
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Environment page 7
EN13	Habitats protected or restored	Environment page 7
EN14	Strategies, current actions and future plans for managing impacts on biodiversity	Environment page 7
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Environment page 7
<b>Emission, effluents and waste</b>		
EN16	Total direct and indirect greenhouse gas emissions by weight	Environment page 5
EN17	Other relevant indirect greenhouse gas emissions by weight	Environment page 5
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Environment pages 2 and 5
EN19	Emissions of ozone-depleting substances by weight	Not reported
EN20	NO, SO, and other significant air emissions by type and weight	Environment page 5
EN21	Total water discharge by quality and destination	Environment page 4
EN22	Total weight of waste by type and disposal method	Environment page 6

Indicator	Description	Reference
<b>ENVIRONMENTAL</b> <small>continued</small>		
<b>Emission, effluents and waste</b> <small>continued</small>		
EN23	Total number and volume of significant spills	Environment page 4
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	None
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and run-off	Environment page 4
<b>Product and services</b>		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Not applicable
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	Not applicable
<b>Compliance</b>		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Environment page 1
<b>Transport</b>		
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce	Environment page 2
<b>Overall</b>		
EN30	Total environmental protection expenditures and investments by type	Environment page 3
<b>SOCIAL</b>		
<b>Employment</b>		
LA1	Total workforce by employment type, employment contract and region	Employee report page 3
LA2	Total number and rate of employee turnover by age group, gender and region	Employee report page 3
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	IAR page 72
LA15	Return to work and retention rates after parental leave, by gender	Employee report page 5
<b>Labour/management relations</b>		
LA4	Percentage of employees covered by collective bargaining agreements	IAR page 72 Employee report pages 5, 7 and 9
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	Employee report page 5
<b>Occupational health and safety</b>		
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes	Safety pages 2 and 3
LA7	Rates of injury, occupational diseases, lost days and absenteeism, and number of work related fatalities by region and by gender	Safety pages 3 to 8
LA8	Education, training, counselling, prevention and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases	Health and wellness pages 1 to 4
LA9	Health and safety topics covered in formal agreements with trade unions	Safety pages 2 and 3
<b>Training and education</b>		
LA10	Average hours of training per year per employee by employee category	Employee report pages 5 and 7
LA11	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	IAR page 72
LA12	Percentage of employees receiving regular performance and career development reviews	IAR page 72
<b>Diversity and equal opportunity</b>		
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity	IAR page 70 Employee report pages 3, 4, 6, 8 and 9

Indicator	Description	Reference
<b>SOCIAL</b> <small>continued</small>		
<b>Equal remuneration for woman and men</b>		
LA14	Ratio of basic salary of men to women by employee category	Not reported
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	Not applicable
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	Not applicable
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Not reported
<b>Non-discrimination</b>		
HR4	Total number of incidents of discrimination and actions taken	None
<b>Freedom of association and collective bargaining</b>		
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	Not applicable – no operations at risk
<b>Child labour</b>		
HR6	Operations identified as having significant risk for incidents of child labour; and measures taken to contribute to the elimination of child labour	Not applicable – no operations at risk
<b>Prevention of forced and compulsory labour</b>		
HR7	Operations identified as having significant risk for incidents of forced or compulsory labour; and measures to contribute to the elimination of forced or compulsory labour	Not applicable – no operations at risk
<b>Security practices</b>		
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations	100%
<b>Indigenous rights</b>		
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	Employee report page 2
<b>Assessment</b>		
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	None
<b>Remediation</b>		
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	None
<b>Local communities</b>		
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	Communities pages 1 to 6
SO9	Operations with significant potential or actual negative impacts on local communities	Safety page 4
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impact on local communities	Environment pages 1 to 7
<b>Corruption</b>		
SO2	Percentage and total number of business units analysed for risks related to corruption	IAR page 30
SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures	IAR page 89
SO4	Actions taken in response to incidents of corruption	Not applicable
<b>Public policy</b>		
SO5	Public policy positions and participation in public policy development and lobbying	None
SO6	Total value of financial and in-kind contributions to political parties, politicians and related institutions by country	None
<b>Anti-competitive behaviour</b>		
SO7	Total number of legal actions for anti-competitive behaviour; anti-trust and monopoly practices and their outcomes	None
<b>Compliance</b>		
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	None received

Indicator	Description	Reference
<b>SOCIAL continued</b>		
<b>Customer health and safety</b>		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement and percentage of significant products and services categories subject to such procedures	Safety page 5
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	Safety pages 1 to 8
<b>Product and service labelling</b>		
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Safety page 5
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	None
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Not applicable
<b>Marketing communications</b>		
PR6	Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion and sponsorship	Not reported
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship by type of outcomes	None
<b>Customer privacy</b>		
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	None
<b>Compliances</b>		
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision of products and services	None
<b>MINING AND METALS SECTOR SUPPLEMENT</b>		
MM1	Amount of land (owned or leased, and managed for production activities or extractive use) disturbed or rehabilitated	Environment page 7
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	Environment page 7
MM3	Total amounts of overburden, rock, tailings, and sludges and their associated risks	Environment page 6
MM4	Number of strikes and lock-outs exceeding one week's duration, by country	Employee report page 4
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	Not applicable
MM6	Number and description of significant disputes relating to land use, customary rights of local communities and Indigenous Peoples	None
MM7	The extent to which grievance mechanisms were used to resolve disputes relating to land use customary rights of local communities and Indigenous Peoples, and the outcomes	Not applicable
MM8	Number (and percentage) of company operating sites where artisanal and smallscale mining (ASM) takes place on, or adjacent to, the site; the associated risks and the actions taken to manage and mitigate these risks	Safety page 4
MM9	Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process	Not applicable
MM10	Number and percentage of operations with closure plans	Environment page 3
MM11	Programmes and progress relating to materials stewardship	Environment pages 1 to 7