HARMONY

King IV checklist

30 June 2025

75 years of

Mining with purpose

HARMONY

King IV checklist

King IV promotes a holistic, outcomes-based approach to governance that emphasises ethical leadership, value creation, effective control and accountability to stakeholders – standards that Harmony remains committed to.

King IV principle	Refer to Integrated report
Principle 1: The governing body should lead ethically and effectively.	Compliance policy and framework
Principle 2: The governing body should govern the ethics of the organisation in a way that supports the establishment of an ethical culture.	Compliance policy and framework
Principle 3: The governing body should ensure that the organisation is and is seen to be a responsible corporate citizen.	Responsible corporate citizen
Principle 4: The governing body should appreciate that the organisation's core purpose, its risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process.	Good performance and value creation
Principle 5: The governing body should ensure that reports issued by the organisation enable stakeholders to make informed assessments of the organisation's performance, and its short-, medium- and long-term prospects.	Reporting
Principle 6: The governing body should serve as the focal point and custodian of corporate governance in the organisation.	Compliance policy and framework
Principle 7: The governing body should comprise the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively.	The board at a glance Board composition, chairman, independence and meeting attendance
Principle 8: The governing body should ensure that its arrangements for delegation within its own structures promote independent judgement, and assist with balance of power and the effective discharge of its duties.	Group organisational structure Board committees
Principle 9: The governing body should ensure that the evaluation of its own performance and that of its committees, its chair and its individual members, support continued improvement in its performance and effectiveness.	Board performance evaluations

King IV principle	Refer to Integrated report
Principle 10: The governing body should ensure that the appointment of, and delegation to, management contribute to role clarity and the effective exercise of authority and responsibilities.	Appointment and delegation to management
Principle 11: The governing body should govern risk in a way that supports the organisation in setting and achieving its strategic objectives.	Effective control – governing structures and processes Effective control – functional areas
Principle 12: The governing body should govern technology and information in a way that supports the organisation setting and achieving its strategic objectives.	Technology and information governance
Principle 13: The governing body should govern compliance with applicable laws and adopted, non-binding rules, codes and standards in a way that supports the organisation being ethical and a good corporate citizen.	Compliance governance
Principle 14: The governing body should ensure that the organisation remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term.	Remuneration governance Remuneration committee
Principle 15: The governing body should ensure that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision making and of the organisation's external reports.	Assurance and internal audit Audit and risk committee Independent auditor's report, Financial report Assurance report, Sustainability report
Principle 16: In the execution of its governance role and responsibilities, the governing body should adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the organisation over time.	Legitimacy
Principle 17: The governing body of an institutional investor organisation should ensure that responsible investment is practiced by the organisation to promote the good governance and the creation of value by the companies in which it invests.	n/a