

6. SAFETY

RISK DESCRIPTION

It is an inherent risk in our industry that incidents due to unsafe acts or conditions could lead to injuries or fatalities.

Our people face risks such as fire, explosion, electrocution and carbon monoxide poisoning, as well as risks specific to each mine site and development project. These include rock falls caused by geological conditions, cyanide contamination, and heavy or light equipment collisions involving machinery or personnel.



RESPONSE/MITIGATION

Regrettably, we suffered five fatal accidents during 2018, three of them in the last quarter of the year, meaning that we were very far from achieving our goal of zero fatalities. Management has continued to take serious actions to address and prevent the root causes of fatal accidents and strengthened our safety initiatives. These include:

- The continuing roll out of the 'I Care, We Care' programme at our different mines to improve safety performance and develop competences in our supervisors. The programme aims to develop risk competency by educating leaders, supervisors and the workforce. It fosters coaching and positive incentives and a comprehensive review and enhancement of our Critical Control Risk Protocols and Emergency Response Teams; and the appointment

of a permanent specialist advisor in our top team who is in charge of safety, health and community issues and has the responsibility for addressing our unacceptable safety record.

The Total Recordable Injury Frequency Rate decreased to 20.47 in 2018 (vs. 23.22 in 2017) while the Lost Time Injury Frequency Rate increased to 8.64 (vs. 8.14 in 2017).

We continue to deliver training for both employees and contractors. Personnel received an average of 94 hours of training in 2018. 45 of these 94 hours involved HSECR training.

See Safety pages 73-74 for more on our safety strategy and programmes.



DESCRIPTION OF RISK LEVEL

Safety is continually monitored by the Board, which has always given it the highest priority. The Board oversees all accident investigations, ensuring that the appropriate actions are taken to improve safety systems and practices.

As a result of the unacceptable safety record in 2018, the Board and the management team have decided to increase the likelihood of this risk.

KEY RISK INDICATORS

- Accident rate.
- Days lost rate.
- Accident frequency:
 - Without lost time.
 - With lost time.
 - Fatalities.

RISK APPETITE

LOW

Risk rating (relative position)

2018: High (6)

2017: High (6)

LINK TO STRATEGY



CHANGE IN HEAT MAP

