

#MakingMiningMatter

A PUBLICATION PRODUCED BY THE MINERALS COUNCIL SOUTH AFRICA FOR MEMBERS



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SOUTH AFRICA

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Northam Platinum - Booyssendal

On 31 March 2022 the Minerals Council South Africa's (Minerals Council's) Khumbul'ekhaya will be hosting a

Day of Learning of the Fall of Ground Action Plan (FOGAP)

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FROM THE CEO

Roger Baxter
CEO - Minerals Council



Following 2021's very poor safety performance in our industry, with 74 deaths due to mining accidents representing a 35% deterioration on the previous year, this is something we are working very hard to improve on this year. As at 28 March, our records show 11 fatalities in 2022.

This is a marginal improvement on the same period last year. But given the extent of the 2021 regression, this is nonetheless a concerning sign. The Minerals Council will again be doing its utmost to help member to improve their safety efforts to ensure that this year we take a very significant step towards our Zero Harm goal.

As is always the case in the first quarter of the year, we watched the President's State of the Nation Address (SONA), the annual Budget speech and the President's Investment Conference (PIC) closely. In each case we were able to express approval of the realistic assessments offered by both President Cyril Ramaphosa and Finance Minister Enoch Godongwana. There is little

doubt that government recognises the critical structural weaknesses holding back the economy (especially red tape strangling investment and infrastructure holding back growth), but the critical issue is the actual implementation of structural reforms to grow the economy faster. To grow the economy faster requires a much higher level of investment. Investment will only grow when structural reforms are speedily implemented. However, in each case we were obliged also to set out conditions to accompany our affirming comments, particularly given the parlous state of the economy.

The President highlighted the leading role of the private sector in the generation of economic growth and job creation in the SONA and the PIC. And he spoke of opening space for private sector participation in electricity generation and the operation of the railways and the ports. However, we highlighted how important it is to move rapidly in these areas. The critical issue is rapid implementation. The short- and longer-term Eskom challenges are hobbling our economy. This was brought home to us again by the very serious levels of loadshedding experienced in the first half of March.

And thus far we do not see any respite in the continuing logistical issues faced by our iron ore, coal, chrome and manganese miners in their efforts to deliver products to their customers. Some R35 billion in exports were lost in 2021 (actual versus target). If we consider the nameplate capacity of the Coalink line alone, coal exports could have been 20 million tons or R30 billion larger. Our country cannot afford a repeat of this this year.

The other area where we wait anxiously to see the President's fine words translated into action is in the criminal justice system. We have now seen three sections of Judge



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FROM THE CEO continued

Zondo's report, and each one clearly names individuals who should be facing prosecution or, at least, intensive investigation. That work by the National Prosecutions Authority must proceed speedily, including where the targets are found close to home.

And SAPS action is needed, and was promised, where the procurement mafia that targets mostly the mining and construction sectors is concerned. We have been working hard with the security cluster to address the various security challenges facing the mining sector.

Similarly, Minister Godongwana's commitment to reducing the fiscal deficit and stabilising debt was reassuring. We are pleased that taxes and royalties raised from the mining industry gave him space to achieve this, even as modest steps were taken to continue to ease the lot of our citizens who still face the consequences of the Covid pandemic. We do need to point out, however, that the unnecessarily slow progress in the implementation of key structural reforms is an obstacle to the economic and employment growth that alone can sustainably address the triple challenges of unemployment, poverty, and inequality.

It is too soon to assess precisely the impact of the appalling Russian invasion of Ukraine on our country and industry, in particular. Despite the fact that some commodity prices might rise, the overall impacts are surely negative for all of us as energy and food inflation bite.

In January, the Minerals Council joined other business organisations and many other stakeholders to oppose Eskom's application to the National Energy Regulator of SA (Nersa) for tariff increases of 26%, 20% and 9% over the next three years. As we pointed out, the consequences of that would be catastrophic for the economy and our industry.

And as we further stated, while Eskom is starting to control its operational and managerial costs, it is caught between the reciprocal consequences of a lack of generation capacity and the need for damaging and unaffordable tariff increases.

Our submission may have had an impact as, in the event, Nersa awarded a 9.61% increase for the first year. That is significantly lower

than was requested. But we do need to remind ourselves that it is – as has been the case for close to 15 years – well above the inflation rate. Combined with the impact of higher oil prices as a result of the Russian invasion of Ukraine, energy price increases are threatening to raise the inflation rate significantly. What we do need is much faster implementation of structural reforms in the energy sector to open up generation to private sector competition and to reduce the current 5-gigawatt deficit.

Finally, the Minerals Council last month gave due recognition to the report published by Rio Tinto which uncovered numerous cases of gender-based violence at their operations around the world, and also found that sexism and bullying is systemic there.

We applaud the courage Rio Tinto had in publishing this report, recognising that these trends are certainly not limited to their operations, and that it behoves our entire industry to take strenuous action to address these issues.

Roger Baxter

I conclude by reminding you of the words of our president, Nolitha Fakude:

“There is no silver bullet to address the challenges faced by women in the mining industry, but we believe that, with continued targeted, highly focused work on the objectives set by the Minerals Council, and with the continued support of our member companies and their respective leaders, and our social partners, we will make a difference”



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PROFILING THE 2021 WOMEN IN MINING MODERNISATION HEROES



Women in Mining

While the first Women in Mining Heroes initiative in 2020 focused on the role that women in the industry played in our response to the COVID-19 pandemic, the 2021 iteration of the awards centred on the contribution of women in mining to the modernisation of the sector.

The call for nominations, sent to all Minerals Council South Africa members, noted that this was being done in the context of prioritising and profiling the work done by women across our sector, in both “traditional” and non-traditional roles. The nominees should have “made a notable contribution to modernisation in the industry through their work. These individuals should also have supported their peers, shared knowledge and expertise, and displayed leadership.”

In total, 184 nominations were received and after an intense adjudication process the selection committee (made up of members of the Women in Mining Leadership Forum or their nominees) identified ten women who have now been announced as the 2021 Minerals Council Women in Mining Modernisation Heroes.



Ladonah Pampoen - Digitalisation Project Manager, Royal Bafokeng Platinum

As a Digitalisation Project Manager for Royal Bafokeng

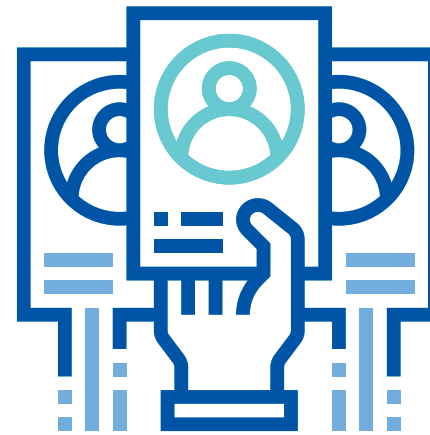
Platinum (RBP), Ladonah is responsible for the infrastructure and development of the Digitalisation Project for the Trackless fleet at RBP’s Styldrift Mine, a project which has resulted in Styldrift Mine becoming one of the most modernised Trackless mines in South Africa – something in which her motivation, innovation, work ethic and commitment to the team has played a key role.



Simangele Soni - Senior Operations Manager, De Beers

Simangele is the Senior Operations Manager at De Beers Sightholder Sales South

Africa (DBSSSA), where all De Beers South Africa’s diamonds are sorted and valued. Simangele is passionate about embracing and leveraging technology and has played a leading role in defining the skills of the future for DBSSSA. She is a dynamic leader and process expert, developing an Operational Excellence (OE) strategy for DBSSSA to ensure that an OE culture is embedded and sustained within the business. Simangele’s contribution to DBSSSA has ignited change in the culture of the business and has challenged employees to become more agile in their approach to work.



Lizelle Prinsloo - Senior Chief Rock Engineer, Anglo American Platinum

Lizelle is the Senior Chief Rock Engineer at Anglo American

Platinum’s Amandelbult Complex, and was recently elected the first female President of the South African National Institute for Rock Engineering (SANIRE). In her role, Lizelle has initiated and implemented several projects that contributed significantly to the safety of underground workers from a Fall of Ground perspective.



Corlia Smit - Manager: Business Improvement, Exxaro Coal

Corlia is Manager: Business Improvement at Exxaro

Coal, whose modernisation credentials are demonstrated by her ability to link the future potential unlocked by automated data and systems to the current reality and to then create a practical plan to move through the levels in an agile manner. Corlia has made a significant modernisation impact in a number of areas, in this case specifically related to Exxaro’s Grootegeluk Mine.



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Maryke Burger - Senior General Manager, Assmang Iron Ore

Maryke is the Senior General Manager at Assmang Iron Ore's Beeshoek Mine, leading

the team and demonstrating exceptional transformational and collaborative leadership, since 2018. In this time, her commitment to modernisation has manifested in a range of areas, including undertaking a Pit Optimisation Project at Beeshoek, resulting in the increasing of the life of mine from five years to approximately 17 years, showing exceptional Transformational and Collaborative Leadership. As a result, Beeshoek achieved 20,000 fatality-free production shifts - a world record in the industry; and a year-on-year reduction in Lost Time Injury Frequency Rate (LTIFR) to zero in September 2021.



Moshibudi Mokgashi - Manager: Mining Development, Exxaro Resources

As Manager: Mining Development at Exxaro

Resources, Moshibudi has been a leader in the Grootegeluk Mine innovation journey, bringing new ways of working that have improved both safety and productivity. From her days as a junior engineer, where she introduced the successful purchase, implementation and integration of a new selective mining method - the Vermeer Terrain Leveller - Moshibudi's impact has been in the innovation space.



Wilhemina Ngcobo - Senior General Manager: Assmang Black Rock Operations

Wilhemina is the Senior General Manager: Assmang

Black Rock Operations, and has displayed exceptional safety leadership, with the operation achieving four million fatality free shifts. During Wilhemina's tenure as Head of Operations, Khumani mine has in addition consistently achieved and exceeded all its Key Performance Indicators (KPIs) - production volumes, cost and quality products to the market.



Thabile Makgala - Group Executive: Impala Platinum

Thabile is Group Executive for Impala Platinum's Eastern Limb operations - Marula Platinum

Mine and Two Rivers Platinum Mine. In that capacity, Thabile proposed, procured and spearheaded the implementation of the XLP (extra low profile) in-stope dozer at the Marula operation. The dozer is remote-operated; limits exposure to fall-of-ground by significantly reducing the need for employees to be present in high-risk areas of the stope; increases the ability to drill, clean and support mechanically; and means the removal of winches from workings - all of which result in increased production rates and improvements in safety performance.



Dr Annamare Wolmarans - Manager: Information Management, Exxaro Resources

In her capacity as Manager: Information Management at

Exxaro Resources' Grootegeluk Complex, Annamare developed and implemented innovative digital solutions that enabled Exxaro to deal effectively with the challenges posed by the COVID-19 pandemic. In doing so, her work played a significant role in ensuring that Exxaro was able to guarantee the continuation of operational activities which were crucial for providing coal to Eskom's Matimba and Medupi power stations, thus literally keeping our lights on.



Annette Small - Project Manager: Collision Management Strategy, Thungela Resources

In her capacity as Thungela

Resources' Collision Management Strategy Project Manager, Annette is modernising Thungela's mining operations and having a significant impact on safety performance by systematically eradicating transport-related incidents. Annette has demonstrated significant entrepreneurship by enhancing a management strategy focused on organisational systems, key physical site installations, and technology improvements, that significantly mitigate the risk of incidents related to trackless mobile machinery.



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INTERNATIONAL WOMEN'S DAY BREAKFAST

International Women's Day (IWD) celebrates the economic, political and social achievements of women: past, present and in the future. The theme for IWD 2022 was #BreakTheBias. This theme seeks a world free of bias, stereotypes and discrimination, a world that is diverse, equitable and inclusive, and that acts for equality.

To mark this important day, the Department of Mineral Resources and Energy (DMRE) and the Minerals Council South Africa co-hosted a breakfast on 8 March 2022, joined by organised labour, the South African Institute of Mining and Metallurgy and the Mining Education Trust Fund.

Speakers at the breakfast included

Roger Baxter, Minerals Council CEO

Nolitha Fakude, Minerals Council President and Chair of the Women in Mining Leadership Forum

Zelma Botha, Chairman-elect of the South African Institute of Mining and Metallurgy

Adv. Hanlie Janse van Vuuren, Head: Occupational Health & Safety at Solidarity

Vanessa Naicker, Mining and Minerals Education Trust Fund

Yvonne Chetty, Chief Financial Officer, DMRE

Welcoming attendees and those joining online for the hybrid event, Nolitha Fakude emphasised the importance of #BreakTheBias. "This year's theme is particularly relevant for our country and for our mining industry. At a country level, we are inundated with news of gender-based violence and femicide (GBVF), and this scourge is carried through the gates of our mining operations and into the daily lives of women employed at mines."

In that context, Nolitha welcomed the move by Rio Tinto to release its 'Report into Workplace Culture', that "gave us a sobering wakeup call that all is not well in our industry despite all the work we have done on addressing gender issues and challenges."

The Minerals Council and its members acknowledge and address these deep-seated, ingrained societal issues that manifest in their mines to make them safe, non-threatening places of work, to make them places where women are comfortable and allowed to reach their full potential, not held back, or endangered because of their gender. Key to this is breaking the bias, she said.

"Imagine the economic potential we can unlock for our country if we use the skills, expertise and thinking of all society instead of just half. We have the framework to do so, with legislation and workplace policies and procedures that promote equality."

It is with this in mind that the mining industry has set the target of gender parity

in management during the next decade and up to 40% of women representation across the industry in that time, Nolitha said. As of September 2021, 14% or 64,500 out of the industry's 455,200 employees were women. "Our member companies want to double women representation by 2025. Zero tolerance of GBVF and sexism is imperative in reaching these stretch targets. Breaking the bias and addressing unconscious bias is vital in this journey.

"In the Minerals Council and among our members, there is a strong drive to modernise and mechanise mining operations as part of not only making mines safer and more productive, but also allowing both men and women to work in these environments. Modernisation needs women and women need modernisation."

You can see the recording of the breakfast and access videos, factsheets and more [here](#)



International Women's Day 2022
#BreakTheBias



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THE MINERALS COUNCIL DECRIES THE NEGATIVE IMPACT OF ABOVE INFLATION ELECTRICITY INCREASES



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The National Energy Regulator of South Africa (Nersa) has approved an average tariff increase of 9.61% for Eskom in the 2022/23 financial year.

While the tariff increase is substantially lower than the 26% the power utility had applied for, the Minerals Council South Africa notes that it is still above inflation. Above inflation price hikes, a trend that has been going on for close to 15 years, have a major impact on the cost structure of mining companies.

Such increases jeopardise the viability of marginal and loss-making mines and heighten the risk of job losses at energy-intensive mines.

It is worth noting that the mining sector is a price taker and cannot influence selling prices. Therefore, cost increases erode profit margins and thus sustainability of the sector. If allowed, the increases will be catastrophic for the economy and the mining industry.

As the share of electricity to input costs increases, any further increases to electricity tariffs have a compounding effect and a much greater adverse impact on the overall inflation trajectory of the mining industry.

Impact of the tariff increase application by Eskom on mining input cost inflation

| Mining input cost inflation – pre and post electricity adjustment | | | | |
|---|------------------|-------------------|------------------------------|-------------------------|
| Category | Pre-adjustment % | Post adjustment % | Variance (percentage points) | Variance (percentage) % |
| Total mining | 8.8 | 13.3 | 4.4 | 50.8 |
| Chrome mining | 9.3 | 10.3 | 1.0 | 10.7 |
| Coal mining | 8.0 | 10.1 | 2.2 | 26.8 |
| Gold mining | 10.8 | 20.8 | 10.0 | 91.6 |
| Iron Ore mining | 8.3 | 17.4 | 9.1 | 107.6 |
| PGM | 8.9 | 14.1 | 5.3 | 59.3 |
| Manganese mining | 8.1 | 11.7 | 3.7 | 45.1 |
| Other metallic minerals | 6.9 | 8.3 | 1.5 | 20.2 |
| Other mining and quarrying | 8.1 | 10.2 | 2.2 | 25.8 |

The Minerals Council was among companies and organisations that opposed Eskom's application for tariff increases of 26%, 20% and 9% for the financial years of 2022/23 to 2024/25. Such increases would have amounted to R279 billion, R335 billion and R365 billion per year in the three years.

The Minerals Council acknowledges that Eskom is caught between the reciprocal consequences of a lack of generation capacity and the need for damaging and unaffordable tariff increases.

We have maintained, over the years, that significantly high tariff increases have a

devastating impact on key sectors of the economy, including mining. Given the differing levels of electricity intensity, the impact of the electricity tariff increases has a varying impact on the input cost inflation profiles of the respective commodities, with some sectors more substantially affected than others. In this regard, gold and PGMs are some of the worst affected industries.

Steep tariff increases are a burden on South Africa's energy intensive sectors, which account for 41% of the country's GDP, 44% of employment and 70% of all merchandise exports.

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MINERALS COUNCIL SOUTH AFRICA WEIGHS IN ON SOUTH AFRICA'S BALLOONING DEBT, IMPROVED REVENUE COLLECTION AND FAILING STATE-OWNED ENTITIES

Finance Minister Enoch Godongwana's maiden budget speech laid bare the poor state of South Africa's public finances, despite the recent good run by the mining industry.

Godongwana's realistic and pragmatic budget speech has left the country with a lot to ponder as he painted a picture of growing debt, which is forecast to rise to R5.4 trillion over the medium term from R4.3 trillion.

The country's debt service costs are R330 billion a year, which is more than the government spends on health, police, or basic education. The debt service costs are expected to average R333.4 billion a year over the medium term.

We welcome the Minister's commitment to reducing the fiscal deficit and stabilising debt as this bodes well for the discipline the country needs in managing its finances. The rise in debt has been astronomical - in 2008/09, real public debt was equivalent to R22,869 for every

person living in South Africa; today, it stands at R69,291 for every person in the country.

We are, therefore, encouraged by government's efforts to return public finances to a sustainable position. A better-than-expected revenue collection - largely thanks to the windfall from the mining sector's high commodity prices - supports this commitment to restore the health of public finances.

As a result of the improved revenue collection, government expects to achieve a primary surplus by 2023/24, a year earlier than expected. We welcome this target. National Treasury says this will bring the period of fiscal consolidation to a close, creating space to reconsider the funding of South Africa's priorities in a fiscally stable environment.

A portion of the higher-than-anticipated revenues is used to reduce the deficit and the borrowing requirement. Government's medium-term fiscal policy is focused on reducing the budget deficit and stabilising the debt-to-GDP ratio.



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But as the Minister suggested, no permanent expenditure could be planned on the back of temporarily high commodity prices. National Treasury has warned that a portion of the positive effect of commodity prices on tax revenue may be temporary.



The current account surplus as a share of GDP remained steady at 3.8% in 2021 mainly because of prices of iron ore, rhodium, and coal in South Africa's mineral sales which made up 60% of exports.

Commodity prices are expected to ease and the current account is expected to achieve a marginal surplus in 2022 before slipping into a deficit of -1.5% for each of the next two years.

The consolidated budget deficit is projected to narrow from 5.7% of GDP in 2021/2 to 4.2% of GDP by 2024/25. Gross loan debt is expected to stabilise at 75.1% of GDP by 2024/25.

The poor financial condition of several state-owned entities remains a significant risk to the fiscal outlook. More than R308 billion has been directed towards bailing out their failing balance sheets. We, therefore, welcomed the promise of "tough love" for these companies. A number of the public entities do not have sustainable business models and cannot continue to operate or honour their obligations without state support, which is a drain on scarce public resources.

South Africa needs private-public partnerships in key state-owned companies like Eskom and Transnet's rail and port assets to ensure sustainable, inclusive economic growth and job creation. While there are few details on the restructuring of state-owned entities, government recognises that it cannot save the economy by itself.

The Minerals Council also welcomed the extension of the first phase of the Carbon Tax to December 2025, which will be a relief for mining companies and the broader economy. Mining companies have 3.9GW of renewable projects worth about R60 billion in the pipeline, and the sooner government approves them the better, as that will reduce the companies' exposure to Eskom's carbon-heavy electricity generation.

Finally, the Minerals Council welcomed the freeze on hiking taxes as well as the one percentage point reduction in corporate taxes to 27%.



Kumba Iron Ore - Sishen



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DAY OF LEARNING OF THE FALL OF GROUND ACTION PLAN (FOGAP): A RECOMMITMENT TO MINE HEALTH AND SAFETY

On 31 March 2022 the Minerals Council South Africa's (Mineral Council) Khumbul'ekhaya will be hosting a Day of Learning on the Fall of Ground Action Plan (FOGAP), where mine management and health and safety representatives will share best practices concerning the prevention of fatalities caused by falls of grounds (FoG) in mines.

The Day of Learning is aimed primarily at unpacking the FOGAP Programme and sharing some of the work that has started and is planned. It will also be an opportunity to learn about some mines' successes in dealing with fall of ground safety. Speakers at the event will include representatives



Anglo American Platinum – Dishaba

of the MOSH Learning Hub, The Minerals Council, The CEO Zero Harm Forum, Exxarro Resources, Anglo American Platinum, Harmony Gold and Northam Platinum.

This Minerals Council-sponsored event comes against the backdrop of the 2020 industry safety performance regression which was thoroughly pondered at the CEO Zero Harm Forum meeting on 5 March 2021. FoG-related incidents accounted for 22 of the 60 overall fatalities (37%) in 2020.

Globally, the International Council on Mining and Metals (ICMM) 2020 Safety Performance Benchmark Report indicated that half of their members' fatalities were in South Africa and that 22 FoG fatalities were due to the prevalence of deep, high-stress mines in South Africa.

In 2021, the Minerals Council Board decided that the FOGAP should address the unacceptable number of fall of ground fatalities in the industry. Furthermore, the CEOs mandated the Rock Engineering Technical Committee (RETC) of the Minerals Council, with the support of the South African National Institute of Rock Engineering (SANIRE), the Association of Mine Managers of South Africa (AMMSA) and the South African Collieries Managers Association (SACMA), to present a long-term action plan to eliminate FoG fatalities.

The Minerals Council's current initiatives and those of its partners including the Mine Health and Safety Council (MHSC) and the Mandela Mining Precinct (MMP) are recognised and supported for their significant impact on FoG safety. These initiatives include:

- 1**  **Modernisation of the mining process, for example, hydropower drilling, mechanised roof bolting, Wi-Fi communication, paper-free reporting, mechanised cutting, etc.**
- 2**  **An investigation into a longer-term move towards mechanised cutting (research and development)**
- 3**  **The project on digitisation of safety data that could address the South African Mines Reportable Accidents Statistics System (SAMRASS) shortcomings and facilitate a better and faster analysis of safety data**
- 4**  **The MHSC is busy with a turnaround plan to improve delivery that the MHSC is busy with**



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DAY OF LEARNING ON THE FALL OF GROUND ACTION PLAN (FOGAP): A RECOMMITMENT TO MINE HEALTH AND SAFETY *continued*

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The FOGAP Programme is focused on eliminating falls of ground through six pillars that holistically deal with the problem. There is evidence that the frontline workers are most at risk from falls of ground and the Programme has been designed to pursue initiatives that will particularly keep these colleagues out of harm's way.

After extensive deliberations and consultations, the following recommendations were made on the Elimination of FoG Fatalities Action Plan:

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1
ADOPTION OF LEADING PRACTICES

Minimise rock mass damage from drilling and blast by:

Monitoring effectiveness of current drilling practice (scanning of excavation profiles) using technology S-M

Using appropriate blast round designs (effective hole lengths and hole spacing) and explosives to minimise blast fracture propagation, for example, emulsion-type explosives S

Eliminate the risk of people working under unsupported rock by:

Reviewing current netting and bolting practices across the industry to customise them to the geotechnical conditions of individual mines using an enhanced MHSC areal support selection tool (enhanced areal support selection tool should consider industry leading practices) S

Implementing permanent area coverage in stoping widths < 1.2m (Note: any obstacles that require research and development should be dealt with in recommendation 2) S-M

Improve underground visibility by:

Documenting and disseminating a leading practice on workplace illumination to meet appropriate illumination standards applicable to general offices S

2
RESEARCH AND DEVELOPMENT (R&D)

Invest R40 million over five years in collaborative R&D on low-hanging fruit for FoG fatality elimination including, for example:

Barring Technology that will assist with:

- identifying loose rock S-M
- safely and effectively removing it S-M

Improved or optimised seismic hazard rating and warning systems, e.g. reducing/ eliminating poor performance M

Systems and technology tools that allow real-time monitoring and proactive warning of instability in operations – initially site-based but later integrated mine-wide S-M

Support designs M

Implementing improved drilling accuracy by using jigs / rigs in conventional stoping panels M

Resolving any challenges related to the implementation of any of these recommendations S-M

DAY OF LEARNING OF THE FALL OF GROUND ACTION PLAN (FOGAP): A RECOMMITMENT TO MINE HEALTH AND SAFETY *continued*



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3 SKILLS DEVELOPMENT

Invest R6 million over three years on:

- Updating of the learning material for the Chamber of Mines Strata Control Certificate and Rock Mechanics Certificate **S-M**
- Short-course programmes (typically online) for the development and exposure of new and current rock engineering personnel **S-M**
- Support efforts within mines to ensure: **S**
 - coaching and mentoring of new and current rock engineering personnel using senior personnel, as a joint initiative between the RETC and SANIRE
 - knowledge transfer, technical capacitation, development and assessment, e.g., risk management

The development and implementation of formal learning programmes and / or qualifications to improve the capabilities of production supervisors, mine overseers and managers to supervise, manage and lead the elimination of FoG fatalities **S-M**

4 POLICY ISSUES

Engage the Department of Mineral Resources and Energy through the Chief Inspector of Mines to request his intervention in fast tracking the:

- Promulgation of the revised Guideline for the Mandatory Code of Practice, developed in 2016, to address Geotechnical Risk with a view to implementation. **S**
- Finalisation of the review of Chapter 2 Regulations on Appointments, Duties and Responsibilities, which includes revised appointments for rock engineering personnel (the regulations will provide for example recognition of strata control officers to conduct underground audits thus enabling the rock engineers to focus on strategic / design responsibilities) **S**

Adoption by mining companies of the SAMRASS forms that rock engineers previously developed to enable better quality FoG accident investigations for incorporation into the 'digitisation of safety data' project of the Minerals Council **S**

5 BEHAVIOUR, CULTURE, OPERATIONAL DISCIPLINE

Implement ways to reduce the mining cycle time, allowing sufficient time to implement the control measures to eliminate FoG fatalities effectively, for example, faster drills / faster transport to working places, etc., taking account of the relevant work done by the MMP. If measures that are reasonably practicable cannot be identified, planning should be adjusted accordingly **M**

6 IMPLEMENTATION AND MONITORING

Leading implementation:

- Support an annual FoG Day of Learning hosted by AMMSA and SACMA (jointly or separately) in collaboration with the RETC, SANIRE and other relevant structures to align members on the Elimination of FoG Fatalities Action Plan and to do a refresh on current leading practices such as the Triggered Action Response Plan (the associations could consider their own programme of action to support the implementation of the CEO-approved Elimination of FoG Fatalities Action Plan, including sharing of FoG leading practices at their regular meetings) **S**
- Approve the use of consecutive fatal-free hours worked (normalised for any increase / decrease in number of employees) and leading indicators as identified measures of progress for the implementation of the Elimination of FoG Fatalities Action Plan **S**
- Provide a progress report on the implementation of the Elimination of FOG Fatalities Action Plan by individual members on a quarterly basis to demonstrate progress, identify successes and challenges, and communicate progress to other stakeholders. The Minerals Council will use these reports to assess industry implementation **S**

Key **S** Short = 0-2 years **M** Medium = 2-5 years

S-M Short to Medium = 0-5 years

MEDIA RELEASES

To find out more about the Minerals Council's recent activities, take a look at the media releases listed below:

| | |
|--------------------|---|
| 3 Nov 2021 | Minerals Council South Africa thanks Mark Cutifani for his enduring legacy in South African mining and congratulates Duncan Wanblad as new Anglo American PLC CEO designate |
| 4 Nov 2021 | Junior miners are uniquely positioned to take advantage of the shift towards 4IR, digital transformation and modernisation in mining |
| 10 Nov 2021 | Minerals Council South Africa supports the Eskom leadership team, and calls on the government to urgently intervene in the power crisis |
| 11 Nov 2021 | Minerals Council South Africa welcomes MTBPS and the focus on structural reforms to unlock investment and growth |
| 23 Nov 2021 | Minerals Council South Africa members can provide Eskom a critical buffer but need further urgent action from government |
| 23 Nov 2021 | Minerals Council South Africa remains committed to transformation and engagement with all stakeholders |
| 24 Nov 2021 | Minerals Council South Africa applauds the mining industry's 300,000 vaccination milestone in its COVID-19 battle |
| 6 Dec 2021 | MineSafe 2021 joint stakeholders statement |
| 13 Dec 2021 | Minerals Council South Africa's member companies agree on urgent measures to halt the second consecutive year of regression in fatalities |
| 15 Dec 2021 | The Minerals Council South Africa supports recently announced electricity market reforms as Eskom opens access to renewable energy projects |
| 6 Jan 2022 | The Minerals Council South Africa endorses the recommendations in the State Capture Commission's report and urges speedy implementation of the measures to stop and root out corruption in public and private sectors |
| 21 Jan 2022 | The Minerals Council South Africa warns Eskom's tariff application will stifle economic growth and damage the mining sector |
| 10 Feb 2022 | The Minerals Council South Africa welcomes the 2022 SONA address and its commitments to stimulate the economy, but urges speedy implementation to avert an economic crisis |
| 14 Feb 2022 | The Minerals Council South Africa welcomes the Rio Tinto report and renews its commitment to combat gender-based violence and femicide, sexism, racism, and bullying |
| 23 Feb 2022 | The Minerals Council South Africa lauds a realistic budget speech and its sobering assessment of debt, grants and failing state-owned companies |
| 8 Mar 2022 | The Minerals Council South Africa celebrates International Women's Day |
| 11 Mar 2022 | The Minerals Council South Africa mourns the passing of Michael Spicer, a remarkable and influential business leader |



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**MINERALS COUNCIL
SOUTH AFRICA**

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#Making MiningMatter

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