## OCCUPATIONAL SAFETY, HEALTH AND ENVIRONMENTAL MANAGEMENT SYSTEM (4.4)

### 1. Purpose

To define and provide an effective Safety, Health, Environmental and Quality Management System in line with the Afrimat Safety, Health, Environmental and Quality Policy statements to manage the safety and health risks and environmental impacts caused by the various day to day processes and contains:

- Policies
- Responsibility and authority
- Overview of the safety, health and environmental procedures and controls
- Identification of resources, training allocated, performance of work and verification activities including audits
- Arrangement of periodic management reviews

The process is inclusive of the Afrimat Culture Journey to ensure that the Afrimat Way is entrenched in each individual and business unit.

The purpose of this manual is to demonstrate that the Safety, Health, Environmental system meets the requirements of **ISO45001** and provide guidance and direction for the implementation of the SHEQ System to all personnel.

### 2. Scope

The methodology shall be applied in Construction materials, Industrial Minerals, Bulk Commodities, Future Metals and Contractor services including administrative and extended functions throughout the Afrimat Group.

### 3. Reference Documents

| | | |
|---|---|---|
| **MHSA** | - | **Mine Health and Safety Act** |
| **OHSA** | - | **Occupational Health and Safety Act** |
| **BCEA** | - | **Basic Conditions of Employment Act** |
| **NEMA** | - | **National Environmental Act** |
| **MPRDA** | - | **Mineral and Petroleum Resources Development Act** |
| **NWA** | - | **National Water Act** |
| **DMA** | - | **Disaster Management Act** |
| **ISO** | - | **International Organisation for Standardisation** |
| **COID** | - | **Compensation for occupational diseases and injuries Act** |

### 4. Terms and Definitions

| | |
|---|---|
| **DMRE** | **Department of Mineral Resources and Energy** |
| **DOL** | **Department of Labour** |
| **EIA** | **Environmental impact assessment** |
| **EMP** | **Environmental Management Program** |
| **HIRA** | **Hazard Identification and risk assessment** |
| **PPE** | **Personal Protective Clothing** |

| SHEQ | Safety Health Environment Quality Management System |
| --- | --- |
| SWP | Safe work procedure |
| MHSA | Mine Health and Safety Act |
| COP | Code of Practice |
| OHSA | Occupational Health and Safety |
| SANS | South African National Standards |
| POL | Policy |
| SOP | Standard operating Procedure |
| HIRA | Hazard Identification and risk assessment |
| SLP | Social Labour Plan |
| TR | Training |
| ILO | International Labour Organisation |
| OMP | Occupational Medical Practitioner |
| OHP | Occupational Health Practitioner |
| CEO | Chief Executive Officer |
| SECT | Section |
| ASPASA | Industry body for small scale mines |
| DPM | Diesel particulate matter |
| NICD | National Institute for Communicable Diseases |
| DOH | Department of occupational health |

## 5. Procedure

### 5.1. Ethics (4.1.1)

Afrimat employees work in an environment which poses potential health and safety risks and have impacts on the environment. The group is therefore fully committed to the safety and health of all its employees and to create a sustainable impact on the environment.

Afrimat provides employees with a safe and healthy working environment which is in strict compliance with the Occupational Health and Safety Act (OHSA), Mine Health and Safety Act (MHSA), relevant regulations and recognized standards and guidelines. Codes of Practices (COP's) are in place for the mitigation of mining-related risks.

A sustainable environment is ensured by following the applicable environmental laws of the National Environmental Management Act (NEMA) and all the relevant NEMAs including the National Water Act (NWA).

Management reviews are conducted through Operational communication platforms weekly, monthly, quarterly and annually to ensure compliance to the relevant laws and rules. External and internal Independent Audits ensure that we stay abreast of all latest law updates and implement changes effectively and consistently comply with existing safety and health processes.

Continuous hazard identification and risk assessment routines are in place for proactive safety management. The Incident Management System guides reporting on all incidents to identify focus areas for safety, health, and environmental matters. Health, safety and environmental training is conducted throughout the year.

Control of documents is key in sustaining a SHEQ Management system but freedom per operation to manage their own SHEQ system is important to change the culture of the

operation. Each operation have different needs therefore a different approach in documentation. Documents must just be controlled as set out in this SHEQ Management system. Head office only gives brief guidelines on how to manage key components of the SHEQ Management System.

We at Afrimat (Pty) Ltd will manage the Quality aspects of our operations to ensure a high level of confidence that our products supplied to our customers comply with South African Bureau of Standards. Afrimat promotes and monitors quality as a fundamental component of all our products to contribute to the profit objective of the company to optimizing the:

- Direct cost of quality assurance against the cost of potential losses from non-conforming products.
- Company's image credibility and perceived goodwill
- Communication between departments
- Self-discipline and attention to detail in all personnel in conducting activities of the company to increase quality assurance awareness in all company personnel.

Afrimat is committed to maintaining an effective quality assurance program that will monitor activities with regards to the production and delivery of our various products in accordance with the relevant South African Bureau of Standards.

Afrimat Quality Policy therefore incorporates the issues of monitoring and control of:

- Product quality
- The accuracy of production equipment and processes
- All transportation and delivery activities

Afrimat's quality performance will be managed via an independent auditing service that ensures compliance with the requirements of the various SANS standards. The quality of our products integrates with our commitment in providing healthy and safe working environments and produce products to safe and healthy standards.

## 5.2. Resource (7.1)

Resources per operations are determined by the plant size, infrastructure, technologies used or lack thereof, production tons throughput, competency and skill requirements and legal requirements. The table below indicates the generic positions required for each of our business units. The effort will be a combined process between People Management, Engineering, Safety and Operational individuals.

| Quarry/Mine | Readymix | Block plant |
|---|---|---|
| Quarry Manager | Operations Manager | Operations Manager |
| Supervisor | Batcher | Batcher |
| Primary Plant Operator | Plant Operator | Plant Operator |
| Tertiary Plant Operator/ Processing plant | Lab Assistant | Lab Assistant |
| Admin | FEL operator | Forklift operator |
| Plant Cleaner | Readymix truck drivers | Parcells |
| Office cleaner | Boomscraper operator | Fitter |
| Lab Technician/Supervisor Chemist | | Cleaner |
| Fitter | | Diesel Mechanic |
| Electrician/ Millwright | | Boilermakers |
| Diesel Mechanic | | |
| Engineer or Government Certificated Engineer | | |
| Despatch Clerk | | |
| Human Resources | | |
| Sales truck driver | | |
| Boilermakers | | |
| SHE Officer | | |
| Store man | | |
| Trackless Mobile Machinery Operators | | |
| Chemical Engineer/Process Specialist | | |
| Planner | | |
| Radio Active Monitor | | |
| Responsible person for radioactive certificate | | |
| Consultants – Specialised AIA Occupational Hygienist, Occupational Medical Practitioner, Surveyor, Rock | Consultants – Specialised AIA Occupational Hygienist, Occupational | Consultants – Specialised AIA Hygienist, Occupational Medical |

| Engineer, Environmental Specialists, Radiation Protection Officer | Medical Practitioner, , Environmental Specialists | Practitioner, Environmental Specialists |
|---|---|---|

The Change Management procedure will be used to close gaps in any changes, additions or subtractions in the process flow of the plant.

## 5.3. Employee wellness

Afrimat provides its employees with an occupational healthcare system that is geared towards total wellness and incorporates entry, periodical, exit medical examinations for all employees including HIV/AIDS, TB counselling, testing and assistance to obtain treatment. The AfriCare Employee Assistance programme has been rolled out to ensure employees have access to a platform for overall well being inclusive of mental health support.

## 5.4. Introduction (4.4.1)

In modern society it is important for organizations not to only protect the interests of its shareholders but also to protect the interests of other stakeholders such as staff and the community at large.

Two very specific aspects of good corporate citizenship includes:

* Protecting the safety and health of all employees and others
* Protecting our natural heritage (the environment)
* Protecting our customers by supplying quality products

The Afrimat Safety Health Environmental and Quality Management System defines the approach and methodologies that will be followed by Afrimat to ensure that good corporate citizenship is practiced, that all legislative requirements and other standards with regard to Afrimat Safety Health Environmental and Quality Management System are adhered to and that business is practiced in a safe and sustainable manner.

The Afrimat Safety Health Environmental and Quality Management System is depicted in Figure 1 below.
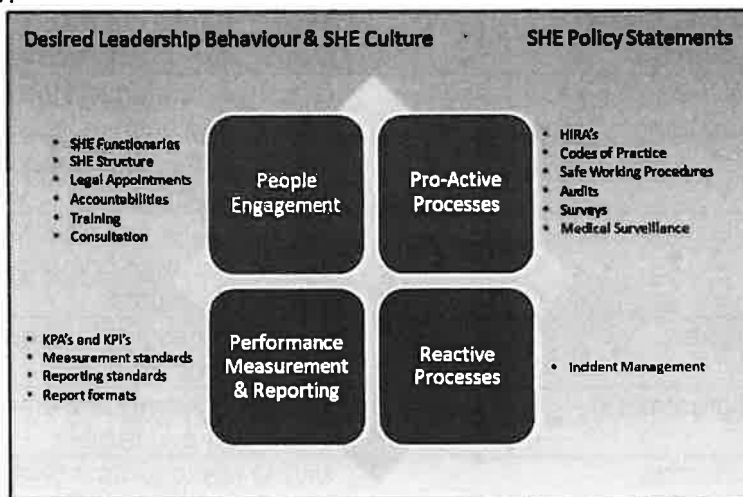


**Figure 1:** Afrimat Safety Health and Environmental System.

Discussion of Afrimat's approach to Afrimat Safety Health Environmental and Quality Management System and the different elements of the System will follow the structure as outlined in Figure 1 above.

The Afrimat Safety Health Environment and Quality Management System is based on **ISO9002, OSHAS45001, ILO** Guidance for safety management. All templates will be loaded onto the system supplied to ensure uniformity. All internal documents will have a header consisting of Afrimat logo, the name of the document with the system reference number, page numbers, revision number and document control number. The document control number will include the following: A(Afrimat or Identification of your plant), POL,SOP,COP,SWP,HIRA,APP,TR,(identifying if it is a policy, procedure ,code of practice etc.) sequence number e.g. APOL1 (Afrimat Policy 1). The footer must include the page numbers for easy reference. e.g.

Header

| ⚠AFRIMAT | GUIDELINE:·SAFETY,·HEALTH,· ENVIRONMENTAL·AND·QUALITY· MANAGEMENT·SYSTEM·4.4¤ | Page 5 of ·40¤ |
|---|---|---|
| | | H&S&Q-GUID-001¤ |
| | | Rev: ·09·(2022)¤ |

Footer

The Group SHEQ Manager will maintain the Group SHEQ System including set standards that must be followed. The sites will then create their own system with site specific requirements. You may not remove set standards from the SHEQ system documentation as that includes the minimum compliance requirements. You may adopt the document as is with the specific site numbering and add site specific needs. All external documentation will be labeled in pen or stamped to fit into the system. The generic system consists of:

| 5.1 | Leadership | Description of Afrimat culture an roles |
|---|---|---|
| 5.2 | Policies | Health and Safety, Environmental, Fatigue, Risk, ASPASA, SARMA, Quality<br>Describes the intention and principles to be adopted in relation to environmental performance, including but not limited to legal compliance, continual improvements and pollution prevention. |
| 5.3 | Organisation roles and responsibilities | Role clarification for both safety and environmental matters |
| 7.1 | Resource | Description of resource allocation |
| 4.4 | Safety and Environmental Management System | Describes the environmental management system and outlines how the requirements of the International Standard (ISO 14001/2015) are achieved |
| 6.2 | Objectives | The overall environmental goals reduce injuries and environmental impact through the leading indicators |
| 6.2 | Targets | A set of measurable performance requirements per site |
| 6.2 | Programme(s) | The programme implemented to achieve the objectives and targets |
| 7.5 | Guidelines | SHEQ Management System, HIRA, Incident Management, Smoking, Company vehicles use, Corporate Citizenship, Sexual |

| | | |
| :--- | :--- | :--- |
| | | harassment, Hearing Conservation, Respiratory Conservation – defines the roles, responsibilityies and actions to be taken to ensure that activities are performed and the SHEQ System implemented according to the policy and the requirement of ISO45001 |
| 7.5 | Code of Practices | As per MHSA Section 9 and new code of practices promulgated |
| 6.1 | HIRA/Aspects register | Corporate risk register managed at senior level ensures management of serious non conformances. Compiles the safety and environmental hazards and aspects that are derived from the activities and services. The register denotes the significance of the safety hazards and environmental aspects in the operations and the controls in place |
| 6.1 | Register of legal and other requirements | Compiles the legal and other requirements, which includes legislation, Code of Practices, regulatory and non-regulatory guidelines with SANS codes |
| 7.5 | Templates | HIRA, Incident Investigation report, Health incident investigation report, Man job specification, SHE talk, SHE flash, Health and Hygiene link, COP, Procedure, DMRE templates, DOL Templates, DOH templates, RMA templates, NICD, DOH, COID |
| 7.5 | Procedures | Emergency, Working at heights, Waste, Traffic management, Signage, First aid, Access control, PPE, Lifting equipment, Portable Electrical Equipment, Sanitation and Hygiene, Pregnancy, Drill and blast, Load and haul, Gas cutting and welding equipment, Electrical high and low voltage, Fire Equipment, Confined space, Lockout, Explosives, Dust control, water management, rehabilitation, COVID, COVID Vaccinations |
| 7.5.3 | Record keeping | List of records per site |
| 5.3 | Appointments | As per MHSA, OHSA and Environmental responsibilities for a specific site's legal requirements |
| 7.4 | Communication | The various channels of communication |
| 7.4 | Enquiry or compliant handling | Covering both internal and external complaints logged onto the system both safety and environmental |
| 7.3 & 7.4 | Safety, Health and Environmental talks | Shared monthly via email |
| 9.2 | Audit Protocols | Latest external ASPASA, DMRE, DOL, DOH templates – inclusive of safety and environmental audits and internal self and Independent audits |
| 7.5.3. | Safety, Health and Environmental forms/records | Record information for the audit trail and the assessment of safety, health and environmental conditions and performance |

| 8.1 | Performance Measuring and Monitoring | Group OHSE Report, Group Environmental report, LTIFR report, Leading indicators report, Health Statistics, Occupational Hygiene results, Incident reporting, Audit results |
| | Specialist external reports (SHE) | AIA reports, DMRE, DOL, DOH, EIA, Specialist studies |
| 8.15 & 12.11 | Emergency preparedness | Explanation of emergency controls for safety and environment |
| 8.1.1 & 12.4 | Water Management | EMP, WULA & Environmental management checklist |
| 8.1.2 & 12.5 | Waste Management | EMP & Environmental management checklist |
| 8.1.4&12.6 | Hazardous chemical management | EMP & Environmental management checklist |
| 12.8 | Soil pollution | EMP & Environmental management checklist |
| 12.3 | Air quality management | EMP, AEL & Environmental management checklist |
| | Alien vegetation management | EMP & Environmental management checklist |
| 8.14 | Rehabilitation management | EMP & Environmental management checklist |
| | Noise management | EMP & Environmental management checklist |
| 12.7 | Transformers | EMP & Environmental management checklist |
| 12.9 | Topsoil management | EMP & Environmental management checklist |

## 5.5. Desired Leadership behavior

Desired leadership behavior with regard to Afrimat Safety Health Environmental and Quality Management System is defined as follows:

✓ Living the Afrimat Way
✓ Leaders should set the standard for Afrimat Safety Health Environmental and Quality Management System through leading by example (i.e. walk the talk).
✓ Leaders should only expect staff to do what they are willing to do themselves.
✓ Leaders should invest in their own and their staff's development and training.
✓ Leaders should empower staff to give effect to the objectives of the Afrimat's SHEQ System and SHEQ Policy Statements.
✓ Conduct Visible Felt Leadership tours in a positive manner to encourage a safety, health and environmental friendly culture

## 5.6. Desired Safety, Health and Environmental Culture

Afrimat operates in the atmosphere of doing everything in positivity to create a healthy working environment. A healthy organizational culture leads to healthier employees with a positive psychologically safe environment to discuss health and safety matters, irrespective of it being negative or positive.

A pro-active Afrimat culture is desirable to ensure SHEQ hazards and risks are determined and controlled. Risks and Impacts are managed in an effective manner to ensure hazards to do not culminate in harm following the hierarchy of control.

All staff is allowed and encouraged to participate in the relevant processes of risk and impact identification and elimination insofar as it is practically possible.

An inclusive approach to Afrimat Safety Health Environmental and Quality Management System is followed through the vision, mission and values of the company.

**Vision**
To be globally respected for excellence in unlocking and enhancing the earth's mineral potential to build a better world.

The vision is built on:

- Well-managed operations
- Responsible, honest, motivated personnel
- Effective and reliable system
- Delighted stakeholders and satisfied customers
- Healthy finance
- Zero harm to employees, community and the environment
- Innovative and flexibility

**Our brand promise**

We inspire growth by consistently delivering solutions through the empowerment of our people, and our customers.

**Our Values:**

- **Trust**

  Firm belief in the reliability, truth, or ability of people

- **Accountability**

  The obligation of people or an organization to account for its activities, accept responsibility for them and to disclose the result in a transparent manner

- **Integrity**

  Moral conduct, reflected in transparent honesty

- **Team work**

  Working collaboratively in order to achieve a goal

- **Respect**

  Admiration elicited by people's abilities, qualities or achievements

- **Health and Safety**

  Making the anticipation, recognition, evaluation, control and prevention of hazards, matter

**Afrimat Way**

At Afrimat, we believe that our culture is an important component of our success, making it a company where people want to work. Ensuring a shared and unified culture across Afrimat is of crucial importance and a critical enabler of our success and sustainability

The objective of such an approach is to turn acknowledged leading practices into habits. This is mainly achieved by demonstrating the benefits of doing the right thing at the right time and by reinforcing correct behavior through management recognition, peer recognition, encouragement and further involvement.

A successful behavior based Afrimat Safety Health Environmental and Quality Management System program creates an environment where Afrimat Safety Health Environmental and Quality Management System leading practices are replicated by the habits of staff at all levels within the organisation.

## 5.7 Safety, Health, Environmental and Quality Policy statements (5.2)

Afrimat's policy statements are contained in the following documents:

- Afrimat Health and Safety Policy
- Afrimat Environmental Policy
- Afrimat Quality Policy
- Afrimat Fatigue Policy
- Afrimat HIV AIDS STI TB Policy
- Afrimat Risk Policy
- Afrimat Smoking Policy

The above policy statements guides all efforts within the group and its subsidiaries relating to Afrimat Safety Health Environmental and Quality Management System. It outlines the commitments of the company with respect to operations, activities, and overall safety, health and environmental performance. During the development of the policies the appropriateness of the nature, scale and environmental impacts, activities, communities, products, and services were considered. The policy is endorsed by all Afrimat employees.

The policy stipulates the commitments of the company to continually improve safety, health and environmental management and prevention of injury or any environmental impacts. It includes the compliance to the various safety, health and environmental legislation.

Policy statements is visibly displayed in all workplaces or available on request. Staff is informed on the contents of policy statements and how these policies affect their day to day activities, mindset and behavior within the workplace. The policies are reviewed annually through SHE Committee input of each operation where employees have an opportunity to participate in the review process.

## PART A:

### 5.8   People Engagement (5.3)

The engagement of people at all levels within the organisation is essential to the success of any Afrimat Safety Health Environmental and Quality Management System program. The following points deal with the issue of people engagement through formal processes and approaches:

### 5.8.1 Safety, Health, Environmental and Quality Functionaries (5.1)

The dedicated SHEQ Functionaries as per the table below have the primary responsibility to ensure effective implementation and administration of the Afrimat Safety Health Environmental and Quality Management System.

These functionaries is complimented by the legal appointees throughout the group to ensure acceptable SHEQ performance and effective implementation and maintenance of the Afrimat Safety Health Environmental and Quality Management System.

| Functionary | Role | Utilisation |
| --- | --- | --- |
| Group SHE Manager | • SHE Process Owner<br>• SHE Process development and process improvement<br>• Deployment & maintenance of Afrimat SHE System in the group.<br>• Supporting and coaching Regional SHE Managers/Officers<br>• Supporting regional Line Managers and legal appointees with SHE related matters<br>• Interfacing with related industry bodies at Group level<br>• Administering group SHE initiatives<br>• Managing group service providers/consultants<br>• Group SHE Performance measurement and reporting<br>• Group SHE Training initiatives | Full time |
| Regional SHE Managers/Officers/Environmental Officers or coordinators | • Deployment of Afrimat SHE System into Region<br>• Supporting regional Line Managers and legal appointees with SHE related matters<br>• Interfacing with industry bodies at Regional level<br>• Interfacing with Group SHE Manager as appointed functional leader<br>• Administering regional SHE audits<br>• Managing regional service providers/consultants<br>• Regional SHE Performance measurement and reporting<br>• Regional SHE Training initiatives<br>• Endorsing all policies<br>• Ensure EMS requirements are established, implemented and maintained according the ISO45001<br>• Review EMS system and policies<br>• Investigate all safety and environmental incidents<br>• Reporting on safety, Health and environmental progress | Full time |

| Functionary | Role | Utilisation |
|---|---|---|
| | • Review the safety, Health and environmental system | |
| Regional Quality Managers | • Implementing Quality System<br>• Maintaining Quality System through measuring and monitoring<br>• Endorsing all policies | Full time |

### 5.8.2  Safety, Health, Environmental and Quality Structure

It is important to note that dedicated resources are required at group and regional levels to ensure effective implementation and maintenance of the Afrimat Safety Health Environmental and Quality Management System. All other resources can be semi-dedicated internal and/ or external resources. Responsibilities of the dedicated functionaries will be as outlined above.

It should be noted that the Regional Managers assume full accountability for Afrimat Safety Health Environmental and Quality Management System throughout their respective regions as well as for all reporting business units. It is therefore important that regional line managers have full control of regional SHEQ resources.

Regional SHEQ Managers/ Officers have a direct and solid reporting line to Regional Managers but also a direct reporting function to the Site Managers. This ensures that Afrimat Safety Health Environmental and Quality Management System receives the right profile within the group with regards to relative importance and that direct control of assigned SHEQ resources vest with the Regional Leaders.

Regional SHEQ Managers/ Officers / Environmental Officers furthermore stand under the day to day management of Regional Management who will accept full responsibility and accountability for proper resource utilisation.

It is thus also the responsibility of Regional Management to do performance management of Regional SHEQ Managers/ Officers / Environmental Officers. It is however advisable that the Group SHEQ Manager participates in performance management of regional SHEQ Managers/ Officers / Environmental Officers by making agreed functional assessments and inputs.

Regional SHEQ Managers/ Officers shall have a functional reporting relationship to the Group SHEQ Manager, thus they will receive functional/ expert guidance and support from the Group SHEQ Manager on an as-and-when-required basis.

### 5.8.3.  Legal Appointments (5.3)

#### 5.8.3.1     Mining: Mine Health and Safety Act (Act 29 of 1996) – MHSA

> *CEO:* Shall be responsible and accountable i.t.o. Section 2A. (3) of the MHSA. A resolution by the board of directors will be required for this position.

> *Regional Managers and Operational Managers*: Shall be appointed in terms of Section 7. (2), read with Section 4. (1) of the MHSA.

➢ **Managers:** For all quarrying operations the Responsible Person (i.e. the Mine Manager) shall be appointed in terms of Section 7. (2), read with Section 3. (1) (a) of the MHSA.

➢ **Subordinate Managers:** For quarrying operations may be appointed by the Mine Managers, to assist. This appointment shall be made in terms of Section 7. (4), read with Regulation 2.6.1 of the MHSA.

➢ **Supervisors:** Shall be appointed in terms of Section 7. (4), read with Regulations 2.9.2 of the MHSA.

➢ **Health & Safety Representatives:** Shall be appointed in terms of Section 7. (4) read with Regulation 6.9(a) of the MHSA.

➢ **First Aider:** Shall be appointed in terms of Section 7. (4) of the MHSA.

➢ **Competent Persons:** Unless specific exceptions rule otherwise, the following shall apply:
  o For quarrying sites with a power usage above 2500 kW, an Engineer must be appointed in terms of Section 7. (2), read with Regulation 2.13.1 of the MHSA.
  o For quarrying sites with a power usage equal to or less than 2500 kW, a competent person for both electrical and mechanical machinery must be appointed in terms of Section 7. (4), read with Regulation 2.13.2 of the MHSA.

➢ **Mine surveyor:** Shall be appointment in terms of Section 7. (2), read with Regulation 17.(2) (a) of the MHSA.

➢ **Blaster:** Must be appointment in terms of Section 7. (4), read with Regulation 4.4 (1) of the MHSA to comply with the Explosives Act and Regulations.

➢ **Occupational Medical Practitioner (OMP):** Must be appointment in terms of Section 7. (2) read with Section 13. (3)(a)(i) of the MHSA.

➢ **Occupational Hygienist:** Must be appointment in terms of Section 7. (2) read with Section 12. (1) of the MHSA.

➢ **Mobile Machine Operators:** Must be authorized to operate machines i.t.o. Section 7. (4) read with Regulation 8.10 (23.5) of the MHSA.

➢ **Environmental Responsible person:** May be the 3.1a

➢ **Environmental Performance Assessment Responsible person:** Person conducting Performance assessments

➢ **Environmental Financial Provision:** Person conducting performance assessment (Independent individual)

➢ **Sub-contractors:** Shall be appointed in terms of Section 7. (4) read with Regulations 2.6.1 of the MHSA.

### 5.8.3.2 Construction/Manufacturing: Occupational Health and Safety Act (Act 85 of 1993) – OHSA

➢ *CEO:* Shall be appointed in terms of Section 16.(1) of the OHSA.

➢ *Regional Managers / Operational Managers / Managers:* Assistant to the CEO, shall be appointed in terms of Section 16.(2) of the OHSA.

➢ *Supervisors:* Not on construction sites, shall be appointed in terms of the Section 8.(2)(i) of the OHSA.

➢ *Health & Safety Representative:* Shall be appointed in terms of Section 17.(1) of the OHSA.

➢ *First Aid Attendant:* Shall be appointed in terms of General Safety Regulation 3.(4) of the OHSA.

➢ *Competent Persons for machinery:* Shall be appointed in terms of General Machinery Regulation 2.(1) of the OHSA.

➢ *Occupational Medical Practitioner (Doctor):* Must be appointed.

➢ *Occupational Hygienist:* Must be appointed.

➢ *Incident Investigator:* Shall be appointed in terms of General Administrative Regulation 9.(2) of the OHSA.

➢ *Electrical installation and equipment Inspector:* Shall be appointed in terms of Construction Regulation 22.(e) of the OHSA.

➢ *Sub-contractors:* Shall be appointed in terms of Section 37.(2) of the OHSA and Afrimat's Mandatory Agreement.

### 5.8.3.3 Disaster Management Act

➢ **Compliance Officer:** Regulation 63(1)
➢ **Compliance Employee:** Regulation 5.4(e)

### 5.8.3.4 National Nuclear Regulator

> ➤ **Radiation Protection Officer**
> ➤ **Radiation Protection Monitors**
> ➤ **Responsible person**

### 5.8.4 Accountabilities

Legal appointments must follow the Afrimat standardised format and duties made site specific.

It is desirable that Safety, Health and Environmental responsibilities be integrated into legal appointees' performance contracts.

**Board members:**

Board members are responsible to attend all board and committee meetings and functions. Be informed about the organisation's mission, services, policies, and programs. Review agenda and supporting material prior to board and committee meetings. Serve on committees or task forces and offer to take on special assignments. Keep up to date on developments in the organization field.

**Chief Executive Officer (CEO):**

Making major corporate decisions, managing the overall operations and resources of the company and acting as the main communication between the board of directors and corporate operations.

The CEO has overall responsibility for creating, planning, implementing and integrating the strategic direction of the organisation. Overseeing the complete operation of the organisation in accordance with the direction established in the strategic plan. Soliciting advice and guidance from the Board of Directors. Holding the organisation members responsible and accountable for carrying out all aspects of the CEOs role. Demonstrating the leadership necessary to make the organisation's vision a success. Evaluating the success of the organisation in reaching its goals.

The CEO must take reasonable steps to ensure that the functions of the employer as contemplated in the safety, health and environmental Acts, are properly performed. The CEO entrust functions contemplated in the Acts to any person under the control of the CEO.

**Regional Managers:**

The Regional Manager is responsible to execute the organizational strategy from the CEO. He/she will provide the resources to the operations to fulfill their duties and ensure compliance with the applicable safety, health and environmental legislation. They will endorse the Afrimat policies, guidelines and standard operating procedures.

**Managers:**

The manager is responsible for the day-to-day operation of the site. It is therefore his responsibility to ensure that the relevant provisions and requirements of the applicable legislation are complied with on his/her operation.

The manager may appoint persons under his control to assist him in carrying out his duties to ensure a healthy, safe and environmental friendly working environment is maintained.

Appointment of such persons does not relieve the manager of any responsibilities imposed on him/her by virtue of his appointment in terms of the applicable act. The manager is therefore required to take reasonable steps to ensure that such persons comply with their obligations and are deemed competent to fulfil the tasks allocated to them.

Managers will conduct visible felt leadership to encourage psychologically safe environments and positive safety, health and environmental interventions.

**The Manager must ensure the following:**

- That as far as reasonably practicable, provide and maintain a working environment that is safe and without risk to the health of employees, contractors, the public and visitors including an environmental sound operation
- The supply of all necessary environmental, health and safety equipment and health and safety facilities to each employee and to maintain, as far as reasonably practical, that equipment and those facilities in a serviceable and hygienic condition.
- That sufficient quantity of all necessary PPE is available and that employees are trained in the proper use, the limitations and the appropriate maintenance of such equipment.
- That the SHE Policy is implemented and understood by all employees and opportunity is given to employees to give input on the policies.
- That all employees are provided with health and safety training.
- That a system to identify hazards and assessing risks is implemented and that measures be instituted to eliminate, minimise and control of risk at source for safety hazards and environmental aspects.
- That investigations into every LTI, MTI, accident, serious occupational illness and health-threatening occurrences are conducted and documented.
- That occupational hygiene measurement are conducted, documented and communicated and over exposures investigated and corrective measures implemented
- That a service record for employees who perform hazardous work (i.e. work for which medical surveillance is required) is kept and copies delivered to the Medical Inspector as and when required.
- That health and safety representatives are trained and appointed according to the relevant legislation applicable.
- That measures are implemented to secure, maintain and enhance health and safety.
- That a system is established and maintained to ensure that an employee's training and capabilities are considered in respect of health and safety before a task is assigned to such employee.
- That a system is in place which ensures that work is performed under the general supervision of a person trained to understand the hazards associated with the work and who has the authority to ensure that the precautionary measures laid down by the employer are implemented.
- Ensure the safety, health and environmental system is implemented.
- Enforce the SHEQ Management System and discipline where necessary.

**Subordinate Managers have the following duties and responsibilities:**

- Provide all control, information and instructions regarding Health and Safety.

- Ensure that the Afrimat Policies are prominently displayed and adhered to by all the employees under your control.
- Ensure an adequate supply and maintenance of the necessary Occupational Health and Safety Equipment.
- Ensure the safety and absence of Health Risk by eliminating or minimising any potential hazards.
- Ensure that no employee is permitted to work under conditions where precautionary measures against exposure to unsafe conditions have not been taken.
- Ensure that all employees under his/ her control are fully informed regarding the scope of their own authority.
- Ensure that all employees under his/ her control adhere to the requirements of the applicable Act, safe operating procedures, codes of practices and managerial instructions.
- Ensure rectification of any deviations from company standards.
- Follow up all recommendations and ensure implementation where possible.
- Ensure that all injuries within his/ her areas of responsibility are reported and investigated as per standard instruction.
- Notify the Health and Safety Representatives of all incidents occurring in his/ her area of control.
- Ensure all activities and tasks are performed in line with the EMP and related environmental safe work procedures.
- Check in on the wellbeing of the employees.
- Give Part Time Health and Safety Representatives time to perform their safety, health and environmental duties.
- Allow employees to act on the right to refuse dangerous work by following the Code of Practise related to it.

**Supervisors have the following duties and responsibilities:**

- Will at all time, whilst their employees are at work be present on the site unless given permission by the Manager to be absent.
- Will take direct instructions from the responsible Manager/Subordinate Manager.
- Will ensure that proper discipline exists with employees under his/her control in order to ensure that safe and environmentally friendly working practices and health conditions are maintained.
- Permission for delegation of duties must be obtained from the responsible Manager in writing.
- Will comply with the relevant sections of the acts applicable to his activities.
- Ensure that examinations/inspections of tools, equipment and vehicles are done as prescribed. The results of such examinations must be recorded in the proper registers and books provided for the purpose.
- Will be responsible for the safe operation and running of all machinery and equipment in his area of responsibility.
- Will scrutinise the relevant logbooks, registers and checklists which need to be completed within his area of responsibility on the specific time periods prescribed in the procedures applicable at the operation.
- Are responsible for the analysis, elimination, and control of risk in the area of responsibility.
- Ensure all activities and tasks are performed in line with the EMP and related environmental safe work procedures
- Report any safety, health and environmental incident.
- Check in on the well being of the employees and contractors.

- Give Part Time Health and Safety Representatives the resources and time to perform their safety, health and environmental duties.
- Allow employees to act on the right to refuse dangerous work by following the Code of Practice related to it.

## Occupational Hygienist has the following duties and responsibilities:

- Ensure that all persons under his/ her charge are fully conversant with the provisions of the relevant Acts and Regulations and to enforce the provisions.
- Observe and enforce any codes of practice, any instructions, procedures, directives, permissions, exemptions etc. issued by the Mine, the Department of Minerals and Resources or any other who is authorised to do so.
- Ensure the relevant occupational hygiene measurements are conducted as contemplated in the act.
- Provide and maintain a working environment that is safe and without risk to health of employees within your area of responsibility.
- Ensure that the relevant Occupational Health and Hygiene Codes of Practice are developed and maintained as specified in the applicable legislation.
- Provide employees within your area of responsibility with information, instructions, training or supervision that is necessary to enable them to perform their work safely and without risk to health.
- Report any contraventions of the applicable Act, codes of practice, instructions, permissions, exemptions, etc. to the Site Manager.
- Supply reports timeously as legally required

## Occupational Medical Professionals have the following duties and responsibilities:

- Ensure that the Fitness to Work Code of Practice applicable to the operation is kept up to date and that medical inspections are carried out as depicted in the Code of Practice according to the health risk assessment process.
- Liaise with the Occupational Hygienist to obtain the relevant hygiene measurement results in order to establish appropriate medical surveillance programmes.
- Inform management of the frequency and type of medical surveillance that need to be conducted on employees.
- Compile an annual medical surveillance report as contemplated in the act.
- Ensure that reportable occupational exposure medical conditions are reported to the relevant authorities on the proper forms as contemplated in the applicable acts.

## SHE Manager/ Officer - Accident Incident Investigator - Risk Assessor have the following duties and responsibilities:

- Ensure that the SHE System is maintained and administered in such a manner as to ensure the requirements of the Afrimat Safety Health Environmental and Quality Management System is complied with as far as reasonable practicable.
- Conduct audits to ensure registers are up to date and inspections are done on time and proper documentation exists.
- Monitor SHE Meetings to ensure compliance.
- Ensure that all identified hazards are reported and deviations rectified as soon as reasonably practicable.
- Determine the effectiveness of engineering control measures to eliminate or minimise risks.

- Evaluate the effectiveness of ergonomic principles in the workplace to minimise the exposure to health and safety hazards.
- Conduct risk assessments as contemplated in the acts. Advice management on the findings of such risk assessment outcomes.
- Conduct a baseline risk assessment to determine the risks associated with the activities on the site. Risk assessments must be site specific.
- Make use of risk assessment results to compile safe operating procedures.
- Conduct issue based risk assessments to compare site specific activities with the baseline risk assessment results.
- Ensure continuous risk assessments are conducted to continuously identify hazards associated with the tasks.
- Use risk assessments outcomes to change safe operating procedures and training manuals.
- Update and maintain the risk assessment document on site to ensure the data remains relevant and applicable.
- Investigate all incident/accidents reported, share the outcome of the learnings.
- Ensure all employees received SHE Induction Training prior to commencing work.
- A system must be defined and maintained whereby all new employees are identified for training prior to deployment.
- Assist Operations to conduct planned task observations according to the site specific schedule.
- Arrange for medical surveillance of employees working in hazards environments.
- Manage the Visible Felt Leadership sessions on site according to the site specific schedule

**Health and Safety Representatives have the following duties and responsibilities:**

These are suitable candidates elected by the workforce and designated by the Site Manager.

- Review the effectiveness of health and safety measures.
- Identify potential hazards incidents at the workplace.
- Examine the causes of workplace incidents as part of the incident investigation team.
- Investigate complaints by any employee regarding health and safety at work.
- Inspect the workplace or portion thereof or equipment that has been defined in his/her appointment at agreed intervals, using a checklist.
- Make representation to the Site Managers in relation to the above points and on general matters affecting health and safety.
- Participate in consultations with inspectors of DMRE or DOL and accompany inspectors on inspections of the workplace.
- Receive information from inspectors.
- Attend Health and Safety meetings.
- A Health and Safety Representative has the authority to stop work if, in his/her opinion, the activity in progress is likely to cause injury or damage.
- Support employees by using their right to leave dangerous work in unsafe conditions

**First Aid personnel have the following duties and responsibilities:**

- Trained first aid staff shall be appointed.
- A minimum legal number of first aid personnel, commensurate with the needs of the facility and taking into account leave, absenteeism, etc. shall be determined.

- First aid attendants are responsible for the provision and maintenance of the first aid kits/boxes in their designated areas.
- Assist those in need of first aid after an incident.

**Employees have the following duties and responsibilities:**

- Employees are bound by relevant sections of the MHSA (*Especially Section 22*) and the OHSA (*Especially Section 14*), by the General Duties of Employees at Work and in addition by various "No Person" offences that is mentioned throughout the regulations and is summarised here.
- No person shall intentionally or recklessly interfere with, damage or misuse anything which is provided in the interests of health or safety (PPE).
- No person shall tamper or misuse any safety equipment installed or provided to any person by an employer or user of machinery or site.
- No person shall fail to use any safety equipment at a workplace or in the course of his employment or in connection with the use of site or machinery, which was provided to him by an employer or such user.
- No person shall wilfully or recklessly do anything at a workplace or in connection with the use of site or machinery which threatens the health or safety of any person.
- Any person may leave the workplace should a dangerous situation occur which may threat the safety and health of persons.
- Ensure the site is maintained in according to the EMP in the area of responsibility

**Contractors:**

- Contractors must submit their own Health and Safety Plan, including the relevant risk assessments and procedures.
- The Contractor's Health and Safety Plan will be evaluated by the SHE Department. The approved health and safety plan will be included in the Afrimat Health and Safety Management system and will therefore be monitored for compliance on a continuous basis.
- Representatives of Contractors will attend Health and Safety meetings on a monthly basis.
- Staff of Contractors must attend Afrimat Health and Safety induction training before allowed working on site.
- Pre-start checklists must be completed by sub-contractors as per Afrimat Ltd requirements. Checklists are available from the SHE Department.
- The SHE Department will conduct regular inspections at the workplace of contractors to measure compliance with health and safety standards.
- Equipment, vehicles and tools will be inspected by the competent person i.c.o. machinery at the specific site to ensure such equipment is maintained in a safe operating condition.
- Ensure all environmental protocols are followed.

**Competence Evaluation:**

- Contractors must submit all relevant competency certificates to the Site Manager for perusal (including medical certificate of fitness). Documents include competency certificates to operate mobile equipment and licenses where applicable.
- Contractors must supply a letter of good standing from the workmen's compensation.

**Sharing of Equipment:**

- Where equipment or machinery need to be shared between sub-contractors and/or Afrimat, it is the responsibility of the person using such equipment to ensure the equipment is safe for use as stated in the relevant statutory requirements and SOP's applicable to the activities.
- Sharing of equipment is not advisable. In the event that sharing becomes necessary the equipment will be inspected by Afrimat and issued to the Contractor confirming the conditions identified. When the Contractor returns the equipment, Afrimat will check it and confirm that it has been returned in good condition.

**Control of Risk when Contractors work may have an effect on one another:**

- The Site Manager must ensure that all tasks are controlled and discussed during weekly meetings to ascertain where activities of contractors will affect the work of other parties.
- In the event of overlapping activities, the Site Manager will give clear written instructions as to the SOP's to be followed.
- The contractors must state their needs at the planning meeting and they must ensure they comply with requirements as stipulated in the Afrimat Safety Health Environmental and Quality Management System.

## Environmental Coordinator (EC):

- Ensuring that EMS requirements are established, implemented and maintained in accordance with the ISO45001 standard
- Regularly review the policy and the effectiveness of the EMS, and ensure the necessary changes are made
- Coordinate internal EMS audits to ensure the EMS has been properly implemented
- Handle and investigate non conformity and ensuring corrective and preventative action has been taken to mitigate any impacts caused
- Reporting on the performance of the EMS to the top management for review and continually improve

## Environmental Specialists:
- Conduct performance assessments
- Conduct EIAs
- Develop EMP
- Review EMP

## Pandemic management
- Ensure the pandemic documentation is in place
- Ensure screening is done at the access point
- Ensure enough awareness is done and displayed in all working areas
- Ensure enough sanitiser on site and enough sanitising stations
- Ensure social distancing is marked and adhere to
- Ensure enough signs are in place to remind employees to wash hands and how to wash hands
- Investigate any person/s that had contact with a positive person
- Ensure all work areas are cleaned after a person was identified as positive
- Report any person under investigation or positive testing

- Thermometer is in a working condition

**Pandemic Compliance employee**
- Ensure the pandemic protocols are followed
- Ensure screening is done at the access point
- Ensure awareness are done on the pandemic and the controls
- Update awareness posters as information is shared
- Ensure employees adhere to the social distancing rule
- Ensure the sanitising station are full at all times and re-fill where needed
- Ensure all signs are in place and visible/not faded
- Assist with investigation of positive cases – contact tracing
- Ensure the cleaning took place after a positive case was identified
- Report any person under investigation of positive testing

### 5.8.5 Competence, Training and Awareness (7.2 Competence, 7.3 Awareness, 7.4 Communication structure)

Afrimat has a legal and moral obligation to train all staff on matters that relate to their health and safety and the promotion of environmental affairs.

To give effect to the above it is required that all members of staff undergo Basic SHE Induction training. Basic SHE Induction training will be presented on an annual basis to all employees and contractors active on site and for all new employees, by the respective Regional SHE Managers/Officers.

A training needs analysis will be conducted to ensure the correct type of operating skills required for the tasks is identified and populated on a training matrix. This information will be used to ensure the appropriate training schedules are developed to conduct the training in a structured and formal manner. This included statutory and on the job training needs.

Training must be arranged through the Afrimat People Management Department. The training needs must be communicated to the responsible person who will record the training received by employees and keep appropriate records of training received. Record must be kept of progress on the training completed during the year and reported onto the Leading indicators report.

External training institutions may be utilised to achieve this goal.

### 5.8.6 Staff consultation (7.4 Communication internal and external)

Consultation and participation is a key element of the SHEQ Management process. During these consultations employees need to be made aware of specific risks and challenges relating to the business. Employees are also afforded the opportunity to raise SHEQ concerns and suggestions with management.

As a minimum requirement, employee consultation sessions takes place at all operational sites on a monthly basis in the form of a SHE Meeting or any other forms of committees where SHEQ matters are included. SHE Meetings/Other committees can be chaired by either the appointed Responsible Person or the site Health & Safety Representative.

SHEQ Meetings/Committees must be properly documented and accurate attendance records should be kept at all times. SHEQ Meeting/Comittee minutes should be available on site for reference purposes.

Weekly safety talks are also in place to ensure continuous awareness on focused topics to prevent incidents and accidents. The Group SHEQ Manager circulates monthly group topics for safety, health and the environment and the Regional Managers circulates regional focused topics as per regional schedules.

Afrimat consults, participate and engage with industry bodies such as ASPASA, Mine Health and Safety Council, Minerals Council of South Africa, South African Institute of Occupational Safety and Health, Institute of Quarrying, South African Coal Managers Association. Afrimat encourages participation by Operations of these industry bodies for the relevant legal requirements.

Afrimat is a member of the Minerals Council of South Africa for our mid-tier scale mines and ASPASA for the small-scale mines. The Construction Materials, Occupational Health and Safety Act operations industry body, is the South African Institute of Occupational Safety and Health.

### 5.8.7  Community consultation (4.2 and 7.4)

With multiple operations of different sizes and commodities across the country, it is imperative that Afrimat play an active role in fostering a good working relationship with the different communities the company operates in. Local municipalities are key local stakeholders that are meant to assist with distributing information to communities but with several local municipalities collapsing, the flow of information from sites to communities has collapsed as well.

To ensure the correct information flows through from the operations to the communities and vice versa, this document serves as a guideline to assist the operations to be proactive in dealing with communities. Although several of the operations are already proactively engaging with local communities, community engagement is evolving and needs to respond the ever changing socio-economic climate.

For Afrimat to meaningfully engage with the communities, a risk analysis has been conducted per operation. Operations are categorised according to the potential community risks, taking into account the distance of the quarry to the community, the socio-economic profile of the area, history of community protest(s) in the area (probability) and the severity of the protest on the business. This approach will serve each operation according to the need and not apply a blanket approach across the board. The table below is an example of the risk matrix and categorises the risks into red (high risk), yellow (average risk) and green (low) risk. The matrix is done on excel; will be reviewed annually and the clusters will be sent the updated risk matrix at the end of the financial year.

DISTANCE FROM THE    *0 KM*

*Economic, Education & Poverty Level
and Unemployment rate*

## MITIGATION MEASURES

### New Applications/New Operations

Community engagement should be at the initial mining permit process and not only during the mining right application. During the environmental impact assessment (EIA), the company must identify the key role players in the community who will assist to distribute the relevant information to the community. In this way, the company will be able to manage community expectations regarding the proposed project, the socio-economic impact in the community and employment opportunities.

### Existing Operations

Community engagement must be according to each risk profile as indicated on the risk analysis matrix.

### Red: High Risk

- Check existing mine community forum(s) that are aligned with our needs in the area
- If not, establish a mine community forum that is a platform to foster effective community engagement
- The forum will discuss the following but not limited to:

    o Progress of the social and labour plan implementation (HRD and LED project)
    o SCI initiatives in relations to community needs
    o Distribute job adverts from the operation
    o Distribute bursary, internship and learnership adverts
    o Possible jobs for local SMMEs
    o Assist in rebuilding trust and ensuring there is good flow of information
    o Safety, health and environmental matters
    o 500 m Blasting

- The forum/committee will only discuss what it is mandated to do. It must not be used as a self-serving vehicle.
- The forum/committee will be made up representative from company, community and local stakeholder or tribal council. The representative from the company must be the site manager and someone from sustainability. The committee must have a maximum of 6 representatives, with 2 representatives each.

- Representatives will be elected by the community in writing and community structures must be registered before they can considered to be part of the forum/committee. Effort must be made to legitimise representatives. This will safeguard the company from engaging structures or business forums that are not legitimate.
- The forum/committee will meet in a neutral and safe environment; 3 times a year.

## Yellow: Average Risk

- Check existing mine community forum(s) that are aligned with our needs in the area
- If not, establish a mine community forum that is a platform to foster effective community engagement
- The forum will discuss the following but not limited to:

  o Progress of the social and labour plan implementation (HRD and LED project)
  o SCI initiatives in relations to community needs
  o Distribute job adverts from the operation
  o Distribute bursary, internship and learnership adverts
  o Possible jobs for local SMMEs
  o Assist in rebuilding trust and ensuring there is good flow of information
  o Safety, health and environmental matters
  o 500 m Blasting

- The forum/committee will only discuss what it is mandated to do. It must not be used as a self-serving vehicle.
- The forum/committee will be made up representative from company, community and local stakeholder or tribal council. The representative from the company must be the site manager and someone from sustainability. The committee must have a maximum of 6 representatives, with 2 representatives each.
- Representatives will be elected by the community in writing and community structures must be registered before they can considered to be part of the forum/committee. Effort must be made to legitimise representatives. This will safeguard the company from engaging structures or business forums that are not legitimate.
- The forum/committee will meet in a neutral and safe environment; twice (2) a year.

## Green: Low Risk

- The social and labour plan consultation process is a vital tool in ensuring information flows through to the community – whether at the initial mining right application stage or the 5 year social and labour plan renewal. With the new Mining Charter requiring the social and labour plan to be published in the local language, the community will have a better understanding of the socio-economic initiatives the company will or is implementing in the community.

## PART B:

### 5.9 Pro-active Safety, Health and Environmental Management processes (6.1.1)

The key priority of the SHEQ system is to prevent incidents or accidents from occurring. This is achieved by employing a number of pro-active processes and techniques as discussed below.

#### 5.9.1 Hazard Identification and Risk Assessments (HIRA's)

The enterprise risk assessment includes the helicopter view of the life cycle of the organization. Each operation evaluates their site specific risks by using the plant flow

diagram with inputs and outputs, outcomes of audits, inspections, past performance, industry performance management of change and listing routine and non-routine activities. Also taking into consideration the human factor and capabilities with potential emergency situations.

Hazard Identification and Risk Assessments are important tools in the pro-active risk management effort to ensure effective control measures are put in place and legal requirement identified to comply too.

**Hazard Identification**: Is the process of identifying any activities or situations that exist in the workplace having the potential to cause harm to people, property or the environment.

**A hazard** is a situation, method of working, substance, object etc. which has the potential to cause an incident (harm, damage, disruption of work).

All employees are encouraged to report hazards to the Health and Safety Representative or directly to the immediate supervisor. The SHE Department shall report and discuss the identified hazards with the Site Manager. The actions required to eliminate or minimise the risk of exposure to the hazard shall be recorded on the applicable hazard identification form.

**Risk Assessment**: Aims to determine the probability of hazards actually converting into incidents or accidents.

Tasks that are judged to have a higher than acceptable risk shall be subject to review. A SOP must be written for such tasks/activities. Employees must be trained in the contents of the SOP to ensure they are fully conversant with the hazards associated with the task within the operation.

Baseline Risk assessments must be conducted on all operational sites and thereafter reviewed after an incident or an annual basis. It is expected that a high degree of commonality will exist between sites performing similar operations. Issue base risk assessments will be conducted on specific high risk activities and continuous base risk assessments done in the format of inspections, planned task observations, audits and mini risk assessments.

It shall be the responsibility of appointed Responsible Persons to, with the support of internal and external functional experts perform HIRA's on their sites.

### 5.9.2  Legislation and other related standards

The Group SHEQ Manager is registered with an online legal system to stay up dated on legal changes on applicable legislation and share it with the applicable sites affected. The most common laws that are applicable to our industry and workplaces are listed below identified through a legal register process and legal requirement identified through the risk assessment process. This is however not an exhaustive list.

**Legislation affecting all workplaces:**

- Basic Conditions of Employment Act and Regulations, 75 of 1997.
- Labour Relations Act and Regulations, 66 of 1995.
- Employment Equity Act and Regulations, 55 of 1998.
- Skills Development Act and Regulations, 97 of 1998.

- Broad Based Black Economic Empowerment Act and Charters, 53 of 2003.
- Compensation for Occupational Injuries and Diseases Act and Regulations, 130 of 1993.
- Tobacco Products Control Act and Regulations, 83 of 1993.
- Explosives Act and Regulations, 26 of 1956.
- Explosives Act and Regulations, 15 of 2003.
- Fencing Act Act31 of 1963
- Fertilizers Farm Feeds and Stock
- Health Professions Act and Regulations
- National Environmental Management Act and Regulations, 107 of 1998.
- National Environmental Management Air Quality Act, 39 of 2004.
- National Environmental Management: Protected Areas Act and Regulations, 57 of 2003.
- National Environmental Management Biodiversity Act, 10 of 2004
- National Environmental Management: Waste Act, 59 of 2008
- Environment Conservation Act, 73 of 1989
- National Forest Act and Regulations, 84 of 1998.
- National Veld and Forest Fire Act, 101 of 1998.
- National Heritage Resources Act and Regulations, 25 of 1999.
- National Water Act, 36 of 1998.
- National Energy Regulator Act 40 of 2000
- Water Services Act and Regulations, 108 of 1997.
- Atmospheric Pollution Prevention Act, 45 of 1965.
- Conservation of Agricultural Resources Act and Regulations, 43 of 1983.
- Hazardous Substances Act and Regulations, 15 of 1973.
- National Nuclear Regulations Act and Regulations, 47 of 1999.
- National Road Traffic Act and Regulations, 93 of 1996.
- Road Accident Fund Act
- Tobacco Products Act and Regulations
- Provincial Legislation
- Municipal by-laws
- Disaster Management Act and Regulations, 57 of 2002 and all amendments

## SANS/SABS Standards

- SANS878:2004
- SANS1215
- SANS3001 AG1,2,3,4
- SANSGR1,2,5,10
- SANS3001
- SABS1200

## Other Standards

- TMH1 1986 Standard Method of testing road construction
- COLTO
- TG1
- TG2
- ASTM
- AASHTO

## ISO OSHAS Standards

- ISO9002
- OSHAS18001
- OSHAS18002
- ISO14000
- ISO17025
- ISO39001
- ISO45001
- ILO Guidance for safety management

## Legislation specific to Mining/Quarrying Operations:

- Mine Health & Safety Act, 29 of 1996.
- Mineral and Petroleum Resources Development Act, 28 of 2002.
- Occupational Diseases in Mines and Works Act and Regulations, 78 of 1973.
- Mineral & Petroleum Resources Royalty Act, 28 of 2008.
- Mineral & Petroleum Resources Royalty (Administration) Act, 29 of 2008.
- Mining Titles Registration Act, 16 of 1967.

## Legislation specific to other workplaces (e.g. standalone Office buildings, Workshops, Concrete Products & Ready mix plants):

- Occupational Health & Safety Act, 85 of 1993

A generic legal register for safety, health and environment has been developed and each operation must make the list site specific. Annual legal audits are performed on the legal register to determine compliance. The legal register is also risk assessed to determine high, medium and low priority areas.

## COID/RMA

Afrimat is registered with COID/RMA in the various areas and letter of good standing is updated as per area's frequency. All occupational injury and occupational health cases are reported as a claim to COID/RMA.

### 5.9.3 Codes of Practice (*Relevant to all mining right holders – Mines*)

COP's aim is to achieve the mitigation of certain generic mining-related risks.

COP's are mandatory documents that - upon the request of the Chief Inspector of Mines – need to be prepared and implemented by any employer on a variety of matters affecting the health and safety of employees and/or other parties who may be directly affected by the employer's activities.

COP's are legislated by Section 9.(2) of the MHSA and need to comply with the relevant guidelines of the Chief Inspector of Mines as issued from time to time (refer Section 9.(3) of the MHSA).

The following COP's bear relevance on Afrimat's operations and hence these COP's need to be implemented on all Afrimat's operational quarrying sites:

- Ref: **DMR 16/3/2/2-A2**:    Mandatory COP on Trackless Mobile Machinery.

- Ref: **DMR: 16/3/2/3-A1**:    Mandatory COP on Minimum Standards of Fitness to perform work at a mine.

- Ref: **DMR 16/3/2/4-A1**:    Mandatory COP for an Occupational Health Program on Personal Exposure to Airborne Pollutants.

- Ref: **DMR 16/3/2/4-A2**:    Mandatory COP for an Occupational Health Program on Thermal Stress.

- Ref: **DMR 16/3/2/4-A3**:    Mandatory COP for an Occupational Health Program on Noise.

- Ref: **DMR 7/4/118 AB4**:    Mandatory COP to combat rock fall and slope instability related accidents in Surface Mines.

- Ref: **DMR 16/3/2/2-A8**:    Mandatory COP for the safe use of Conveyor belt installations for the Transportation of Minerals, Material or Personnel.

- Ref: **DMR 16/3/2/1-A5**:    Mandatory COP for Emergency Preparedness and Response.

- Ref: **DMR 16/3/2/5-A2**    Mandatory COP on Provision of PPE for Women in South Africa Mining Industry.

- Ref: **DMR 16/3/2/4-B2**    Mandatory COP for Risk-Based Fatigue Management at Mines.

- Ref: **DMR 16/3/2/1-A6**    Mandatory COP on the right to refuse dangerous work & leave dangerous working places.

- Ref: **DMR 16/3/2/3-A6**    Mandatory COP for the management of medical incapacity due to ill- health & injury.

- Ref: **DMR 16/3/2/4-B3**    Mandatory COP for the Prevention of Fires at a mine

- Ref: **DMR 16/3/2/2-B1**    Mandatory COP for the safe use of conveyor belt installations for transport of mineral material

- Ref: **DMR 16/3/2/5-A4**    Prevention, Mitigation and Management of COVID19 outbreak

- Ref: **DMR 16/3/2/4-B4**    The management of working in confined spaces at a mine

The above list may be revised from time to time.
It shall be the responsibility of Group SHEQ Manager to liaise – with the support of appointed Responsible Persons, Consultants and regional SHE Managers/ Officers in the development and periodically review of all required COP's.

It shall be the responsibility of the appointed Responsible Persons to implement COP's within their respective responsibility areas.

### 5.9.4 Safe Operating Procedures (SOP) Safe Work Procedures(7.5)

SOP's bear direct relevance to HIRA's as these documents are the formal and written procedures being developed and implemented by Afrimat at its various operational sites to mitigate and/or manage all major risks as identified during the HIRA process.

The expectation is that any given site will first complete a baseline HIRA where after SOP's will be developed to – as a minimum requirement – mitigate/ manage the major risks as identified during such HIRA exercise.

SOP's need to be developed with adequate employee participation and consultation. SOP's need to be implemented by formally communicating the SOP content to affected staff and also training staff on the contents of the SOP should this be required. Formal records need to be kept on each site on the relevant SOP's applicable to such site as well as SOP training status.

It shall be the responsibility of appointed Responsible Persons to, with the support of internal and external functional experts develop all SOP's applicable to their respective area of responsibility. SOP's need to be reviewed at least annually.

### 5.9.5   Audits

Audits are employed by the state, industry bodies, functional experts/ consultants and employers to assess the level of compliance of workplaces to legislate-, industry- and/or internal standards.

It is the responsibility of appointed Responsible Persons to – with the support of internal and external functional experts – ensure that their respective areas of responsibility comply with the law and internal standards as may be applicable from time to time.

### 5.9.6   Minimum audit requirements for operational sites:

The following routine audits will be performed by Afrimat at all permanent & long term operational sites and workshop facilities:

**External:**

- Annual legal compliance audits by recognised industry bodies such as ASPASA (Quarries) and or in the absence of any industry body an acknowledged external SHE auditing body.
- Block plants will be audited yearly by Independent Shared Services Sustainability Department
- Compliance audits by the DMRE, DOL or DOH, DEAD, DWS.

**Internal:**

- Independent annual compliance audits by the SHE Department, such as the Group SHEQ Manager and/ or regional SHE Managers/ Officers.
- Site Self-Audits done every quarter by the Responsible Manager and the Site Health & Safety Representative using a prescribed and simplified audit format (this includes Mine and Construction Products Plants)

The audit focus of internal audits (annual audits & monthly site Self-Audits) will be to gauge people behavior and actual operational realities & practices (as opposed to the more admin focused approach of DMRE/DOL audits).

The scope and format of internal audits will be determined by the Group SHEQ Manager in collaboration with Line Management, regional SHE Managers/ Officers and external experts.

### 5.9.8 Surveys

Surveys are more specific in nature than general legal compliance audits. Surveys will mostly be performed by external experts duly accredited & equipped for the task.

All surveys will be coordinated by appointed Regional SHE Managers / Officers / Consultants.

It shall be the responsibility of appointed Responsible Persons to – with the support of internal and external functional experts – ensure that their respective areas of responsibility comply with the law and internal standards as determined by Afrimat from time to time.

The following surveys will be performed by Afrimat at all Quarry/Mining operations, Ready Mix plants, Concrete Product plants and Workshops (where applicable):

**Occupational Hygiene surveys:**

- Illumination Surveys – annually.
- Dust Surveys - Monthly at Quarries, Annually at Sand Mines and Six monthly at Concrete Product plants, Ready Mix plants and Workshops (or as determined by specific site conditions).
- Noise Surveys - Monthly at Quarries, Annually at Sand Mines and Six monthly at Concrete Product plants, Ready Mix plants and Workshops (or as determined by specific site conditions).
- Thermal Stresses Surveys (Wet bulb & Dry bulb temperatures) - Seasonally at Quarries, Sand Mines, Ready Mix plants, Concrete Product plants and Workshops (or as determined by specific site conditions).
- Vibration Surveys - Annually at Quarries, Sand Mines, Ready Mix plants, Concrete Product plants and Workshops (or as determined by specific site HIRA).
- Environmental Performance Assessments – Every second year (Except if otherwise approved/directed by the DMR).
- Water monitoring - monthly
- Ergonomic surveys – 2 yearly
- Diesel Particulate Matter DPM – yearly
- Lime
- Iron ore
- Fire risk surveys (Although the Occupational Hygienist performs this task, the company placing fire extinguishers must also do a survey to ensure sufficient firefighting equipment is places correctly throughout the workplace.
- Radio activity of products

**Fallout dust monitoring:**

- These surveys will be conducted monthly for quarries and annually for concrete products division in urban areas to determine the effect of our operations beyond our boundaries.

### 5.9.9  Medical Surveillance

Afrimat is obliged to ensure that medical surveillance is performed on all staff that is exposed to risk. As a minimum this includes all Afrimat and contracting staff.

In most instances, except for Glen Douglas mine, Afrimat does not employ its own health professionals but will utilise the services of external health professionals to perform medical surveillance in accordance with the requirements of the law.

In terms of examination frequency the following minimum standards shall apply:

- **Entry Medicals**: To be performed on all new staff before entering Afrimat's service in order to establish whether the individual is fit to perform the specific work and to establish a medical baseline.
- **Annual Medicals**: To be performed on all staff that is exposed to occupational health risks at operational sites: Quarries, Sand mines, Workshops, Concrete Product plants, Ready Mix Concrete plants and Admin staff that frequently visit the sites.
- **Exit Medicals**: To be performed on all staff leaving Afrimat's service in order to establish an exit reference.
- **Follow-up medicals**: A Follow-up Medical will be identified during Annual and/or Entry Medicals by the OMP/OHP.
- **Contractors**: They must provide a letter from their OMP/OHP, to ensure that they are medically fit to perform the work, required from them.

It shall be the responsibility of appointed Occupational Medical Practitioner to ensure that medicals are done in accordance with the above requirements. The Group SHEQ Manager and appointed Regional SHE Managers/Officers shall assume responsibility for appointing and managing the service levels of external health professionals. All medical statistics will be supplied to the Group SHEQ Manager for reporting purposes and monitoring progress on the medical surveillance program. No confidential information will be shared to any none medical person unless consent have been received from the employee or contractor. Information reported through to the Board will only include figures of occupational and chronic diseases to measure proper management of these cases.

### 5.9.10  Personal Protective Equipment (PPE)

Afrimat is obliged to issue staff with the required PPE to perform their work safely and to protect an individual from harm in the course of his normal activities in the workplace.

An employee shall sign that he/she has received the equipment. Protective equipment shall be used as indicated by the risk assessment, symbolic signage, SOP and managerial instructions.

Personal protective equipment shall be kept in good state. It is an employee's responsibility to ensure that PPE issued to him/her is properly maintained and that if it is damaged in any way it is exchanged. Health and Safety Representatives shall inspect such equipment in the course of their duties and report faults to the supervisor.

PPE can be classified into two main groupings namely PPE required for Routine work and PPE required for specialised tasks.

### 5.9.10.1 PPE required for routine work:

Afrimat will issue all staff with the correct PPE in adequate quantities to enable them to perform routine duties safely.

To this end the following minimum standards shall apply:

✓ A PPE register shall be kept at all operational sites containing the following information for each permanent and temporary employee working on such site:

- Name, Job Title, Business Unit & Department
- PPE requirements for the specific job as determined by Management
- PPE actually issued to the individual staff member with signature of staff member acknowledging receipt
- PPE re-issues (if any) with staff signatures acknowledging receipt
- Training

### 5.9.10.2 PPE required for specialised tasks:

Afrimat will issue all staff performing specialised tasks with the correct PPE to perform such tasks.

To this end the following minimum standards shall apply:

- A SOP shall be drawn up explaining the correct way to perform the spesialised task as well as the PPE requirements for such task
- Before commencing with the task, staff shall be issued with the correct PPE to perform the task
- The PPE required to perform specialised tasks shall be issued on a temporary or permanent basis
- Any staff member is free to request additional PPE should he/she not feel confident that the PPE as determined by the SOP is adequate

### 5.9.11 Emergency preparedness

To urge management and staff to be prepared for an emergency at all times and to inform workers on procedures to follow should an emergency arise.

- Emergency situations could be the following:

  o Bomb threats
  o Large spills (which could include oil, diesel, concrete, sludge, other chemicals)
  o Fire
  o Flooding
  o Safety, health and environmental Incidents/ Medical emergencies
  o Strikes, community unrest

- Emergency action plans have been devised detailing the duties of coordinators and key personnel, and include evacuation, assembly points, etc. – Emergency preparedness procedure.

- Emergency telephone lists shall be prominently displayed at conspicuous places throughout the workplace.
- Assembly points shall be determined where staff can assemble at a safe location, away from the condition that caused the emergency situation.
- Drills to ensure familiarity with the plans shall be held at least twice a year.
- Additional exit where applicable in case of the main entrance blocked

Afrimat introduced the services, at group level, for emergency care while on the road and for injury management through Netcare 911. There is an Afrimat specific number to dial to ensure the response is timeous and that the service provider knows where all our operations are geographically. This information is available at each business unit and all employees trained on the process to follow in case of an emergency. This service is linked to air transport in serious situations. Netcare 911 will determine if the air transport is necessary or not through an evaluation process verbally or video call.

### 5.9.12 General housekeeping

- Offices, Stores and Outside Areas shall be kept clean and tidy.
- Waste Disposal Bins. An adequate number of bins with lids shall be provided.
- Each work area/bay shall have its own waste disposal bin. Waste bins shall be clearly labelled according to the different waste streams
- Special bins with lids shall be clearly identified and used for combustibles.
- Where recycling facilities exist, separate designated bins for clean paper, glass, beverage cans etc. must be used.
- Bins shall be emptied regularly and not allowed to overflow.
- It is the responsibility of the Site Manager to ensure that the waste removal company is accredited to dispose of and transport hazardous waste.
- Outside areas shall not be allowed to become dumping grounds for scrap materials, return-loads, etc.
- Packing material, crates, boxes, paper etc., shall be kept in a designated area.
- Cupboards, shelves and storage racks shall be secure, clearly marked/referenced and kept clean and tidy. Window sills and ledges shall be kept clear.
- Cables and hoses shall be kept free of walkways as much as possible and coiled out of the way after use.
- Offices shall be kept tidy with adequate storage for files. Storage is not permitted on top of cupboards (above eye level). Computer cables, calculator and telephone leads shall be cut to the minimum length required or neatly bundled.
- No employee shall be permitted to work on the premises if he or she is under the influence of alcohol, drugs or any other substance.
- Material spillage cleaned regularly to prevent tripping hazards and structure damage

### 5.9.13 Buildings and floors

**Buildings:**

- Buildings shall be kept in a good state of repair, free of spillages and damage.

**Floors:**

- Floors shall be kept in good condition, holes repaired and slippery conditions rectified.
- Tripping hazards (e.g. cables, hoses, etc.) shall be kept to a minimum.

- Storage areas must be managed in a controlled manner and equipment and material stored in an organised way to minimise the possibility of injury or loss as a result of slipping and falling accidents.

### 5.9.14  Lighting

- An illumination survey must be conducted to ensure working areas (e.g. workshops, stores, change room, control room, etc.), offices and vehicles working during night time hours are effectively illuminated to conduct the tasks safely.
- An illumination survey must be conducted during day time and night times (taking winter condition into consideration), to ensure working areas (e.g. workshops, stores, change room, control room, etc.) and offices are effectively illuminated to conduct the tasks safely.

### 5.9.15  Hygiene

- Adequate number of hygiene facilities will be provided to the employees and contractors.
- Offices, Stores and Outside Areas shall be kept clean and tidy.
- Adequate number of waste disposal bins with lids shall be provided. Bins shall be labelled according to the different waste streams.

### 5.9.16  Operational Control

Operational control demonstrates the implementation of the SHEQ Manual through various completion of checklists/registers and forms.  It forms part of the objective evidence that all equipment are maintained and safe for use. The frequencies of these are determined by the risk factor of each operation. They vary from daily, weekly, monthly, quarterly, six monthly, annually and a few 2 yearly.  Certain equipment will be checked every time before use due to the risky nature such as gas cutting equipment as an example.  A monitoring and measuring document is in place to ensure all these take place at the correct intervals.  Currently this process is conducted manually by the Manager/Supervisor and SHE employee.

These documents are signed off by the Manager or Supervisor and the person that completed the document.  The Engineer or Artisan appointed as competent person for machinery or electrical equipment also sign these forms monthly to ensure all equipment is maintained according to the frequency and performs checks on these equipment.  All checklists/registers are brought to the SHE Committee meeting to identify recurring non conformances to find a solution for it.

The internal audit schedule assists in monitoring the progress and actions of the non-conformances found during the quarter.


## PART C:

### 5.10  Reactive Safety, Health and Environmental Management Processes

Should an incident or accident occur, it is important that Afrimat responds to such incident or accident in the correct manner. The process of responding to an incident/accident is generally known as incident management. The aim of the incident

management process is to understand the root causes of an incident/accident and to implement corrective actions to ensure that a similar situation is avoided in future.

### 5.10.1  Incident Management

Afrimat is committed to investigate the following incidents:

- All fatal, lost-time injuries and medical treatment cases
- All incidents resulting in property damage
- All incidents having a negative impact on the environment
- All near misses with **high potential** to injure, damage or cause degradation of the environment
- All Occupational Health Incidents
- Complaints

The Afrimat incident management process shall – as a minimum - involve the following steps:

- Reporting the incident to Line Management as well as the relevant Authorities using the correct documentation and reporting channel (this includes the Responsible Occupational Health or Hygiene person reporting Occupational Diseases and high hygiene levels such as noise, dust, vibration)
- Incident investigation under the guidance of a qualified investigator and include occupational health and hygiene professionals for health related incidents
- Incident root cause determination
- Identification of corrective actions to prevent recurrence
- Formal tracking of corrective action implementation
- Incident close-out (i.e. all identified corrective actions implemented)
- Logging the incident the same or next day on the system supplied
- Information sent to Group SHEQ Manager to develop a Flash for internal sharing

Incidents need to be reported to the appointed Regional SHE Manager and where there is no SHE Manger directly to the Group SHEQ Manager by the appointed Responsible Person within 24 hours after such incident occurring.
All fatal accidents shall be investigated by the Group SHEQ Manager under the direct supervision of the CEO.

All other incident investigations shall be led by the respective Regional SHE Officers or Consultant in accordance with the incident investigation process and guidelines as prescribed by the Group SHE Manager from time to time.

It shall be the responsibility of appointed Responsible Persons to support any incident investigation in their own area of responsibility and to implement any corrective actions assigned to them.

Incidents may not be closed out by the Lead Investigator before all identified corrective actions have not been implemented.

## PART D:

### 5.11 Safety, Health, Environmental and Quality Performance Measurement and Reporting

SHEQ performance shall be measured and reported for every workplace on a monthly basis. The Leading Indicators, LTIFR report, Group Environmental Report, Occupational Hygiene report, Health Statistics report, Incident report with the External and internal audit gaps identified and Quality results will be used to measure performance of SHEQ. Appointed Regional SHE Officers shall be responsible to report on the SHEQ performance of all workplaces within their respective regions.

The Group SHEQ Manager shall be responsible to report on overall SHEQ performance for the Afrimat Group through the reports on the supplied system.

The Group SHEQ Manager supplies a monthly status report on the Afrimat Safety, Health, Environmental and Quality Management System. Quarterly the results are supplied to the Mancom and bi-annually to the Board. All gaps identified will become the objectives and targets for the next quarter. The ultimate goal is zero harm to persons and environment and 100% quality products and legal compliance.

The objectives and targets (Leading Indicators) are determined by the gaps identified through the Management Review process. Annually the Group SHEQ Manager will update the leading indicators to ensure continual improvement of the SHEQ system. Each business unit may add site specific objectives and targets to the leading indicators identified by the Group SHEQ Manager and measure and monitor this through the various SHEQ meeting intervals.

Safety, health and environmental focus points are created from incident statistics, audit findings and DMRE/DOL instructions and annually updated and circulated as awareness programme.

### 5.11.1   KPA's and KPI's to be measured

The KPA's and KPI's to be measured and reported on a quarterly basis per individual workplace are as listed in the table below:

| KPA | KPI |
|---|---|
| SHE Training | Status of compulsory SHE training for staff |
| Staff Consultation | Weekly Safety talks, BPR, Production meetings, Visible Felt Leadership |
| Proactive SHE Processes | HIRA status, mini HIRA, Checklists, audits |
| | Identification of critical tasks |
| | New COP implementation status |
| | SOP implementation status |
| | SWP planned job observations conducted on critical tasks |
| | Dates & compliance levels of compulsory audits:<br>-   External Compliance Audit (ASPASA, SARMA, other)<br>-   Independent Audit<br>-   Internal Compliance Audit<br>-   Site Self-Audit |
| | Dates & compliance levels of compulsory surveys:<br>-   Illumination<br>-   Dust<br>-   Noise<br>-   Thermal Stresses<br>-   Environmental Performance Assessments<br>-   Water<br>-   Ergonomic<br>-   Vibration |

| KPA | KPI |
|---|---|
| | - Diesel particulate matter<br>- Other Fumes (welding/cutting/grinding/gauging)<br>- Radio activity of products |
| | Status of medical surveillance and management of occupational and chronic diseases |
| | Environmental Management Plan (EMP) status<br>    Dust fall out as per site areas<br>    Annual boundary noise<br>    Water sampling as per site points<br>    EMP site specific conditions<br>    WULA or GA site specific condition<br>    AEL specific site conditions |
| | Status of Incident Investigations |
| Reactive SHE Processes | Lost Time Injury Frequency Rate (LTIFR)<br>Share learnings after the incident investigation |

### 5.11.2  Measurement Standards

Measurement standards for each of the KPI are listed below shall be determined by the Group SHEQ Manager and shall be communicated to all SHE functionaries and legal appointees from time to time.

The following minimum measurement standards are adopted by Afrimat:

| KPI | Measurement standard |
|---|---|
| Status of compulsory SHE training for staff | % Progress with compulsory SHE training for staff (Overall training progress % measure should be supported by a detailed training plan per individual staff member) |
| Format and functionality of staff consultative forums | Weekly Safety Talks<br>Frequency of consultation meetings |
| HIRA status | Date that the last all-encompassing HIRA process was completed on the site |
| COP implementation status | % Progress with implementing new compulsory COP's in the site |
| SOP implementation status | % critical tasks identified |
| PJO | % Planned task observations conducted on critical tasks |
| Levels of compulsory audits:<br>- ASPASA/SARMA Compliance Audit<br>- Internal Compliance Audit<br>- Site Self-Audit | Per audit type:<br>- Audit compliance level |
| Dates & compliance levels of compulsory surveys:<br>- Illumination<br>- Dust<br>- Noise<br>- Environmental Performance Assessment annually as per Afrimat and EMP required intervals<br>- Vibration<br>- Ergonomics<br>- Water monitoring | Per audit type:<br>- Survey compliance level |

| KPI | Measurement standard |
| --- | --- |
| - DPM<br>- Lime<br>- Iron ore | |
| Status of medical surveillance | % Progress with implementing compulsory medical surveillance:<br>- Entry medicals<br>- Annual medicals<br>- Exit medicals |
| Group Environmental measuring and monitoring | Capturing of water used, Electricity used, Diesel used, waste recycled yes/no, Carbon footprint, rehabilitation hectares, EPA score, legal notices, financial provision, dust fall out, About Face Audit score |
| Status of Incident Investigations | Indicate the number of incidents logged YTD requiring investigation<br>Analysis of incidents per region |
| Lost time injury frequency rate | LTIFR calculated as follows: number of lost time injuries x 200 000 / total hours worked. |

### 5.11.3 Reporting Standards & Formats

Reporting standards and formats are loaded onto the supplied system.

### 5.11.4 Record keeping

All SHEQ related documents will be loaded onto the system supplied and updated according to legal and regional requirements. **Annexure B** indicates a general list and time frames for documentation to be kept and archived. An archive folder will be created within the online system and all obsolete documents moved to that folder.

## 5.12 Closing remarks

The Afrimat Safety Health Environmental and Quality Management System as contained in this document is subject to change through approval by the CEO from time to time.

Realising the objectives of our SHEQ Policy statements will require the committed involvement of each and every staff member.
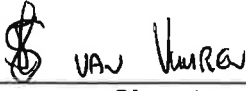
More importantly, the appointed leaders in Afrimat should lead staff to excellence through their own example and personal commitment.

**Normative References**

| ISO9002 | Entire document |
|---|---|
| OSHAS18001 | Entire document |
| OSHAS18002 | Entire document |
| ISO14000 | Entire document |
| ISO45000 | Entire document |
| **DMRE Code of Practices** | As per list under 5.9.2. |
| SANS | |
| TMH1 1986 Standard Method of testing road construction | Entire document |
| COLTO | Entire document |
| TG1 | Entire document |
| TG2 | Entire document |
| ASTM1739 | Entire document |
| SANS878:2004 | |
| SANS1215 | |
| SANS3001 AG1,2,3,4 | |
| SANSGR1,2,5,10 | |
| SANS3001 | |
| SABS1200 | |
| SANS878:2004 | |
| SANS1215 | |
| SANS3001 AG1,2,3,4 | |
| SANSGR1,2,5,10 | |
| SANS3001 | |
| SABS1200 | |
| SANS878:2004 | |
| SANS1215 | |
| Basic Conditions of Employment Act and Regulations, 75 of 1997. | As per legal register |
| Labour Relations Act and Regulations, 66 of 1995. | As per legal register |
| Employment Equity Act and Regulations, 55 of 1998. | As per legal register |
| Skills Development Act and Regulations, 97 of 1998. | As per legal register |
| Broad Based Black Economic Empowerment Act and Charters, 53 of 2003. | As per legal register |
| Compensation for Occupational Injuries and Diseases Act and Regulations, 130 of 1993. | As per legal register |
| Tobacco Products Control Act and Regulations, 83 of 1993. | As per legal register |
| Explosives Act and Regulations, 26 of 1956. | As per legal register |
| Explosives Act and Regulations, 15 of 2003. | As per legal register |

| | |
|---|---|
| Fencing Act Act31 of 1963 | As per legal register |
| Fertilizers Farm Feeds and Stock | As per legal register |
| Health Professions Act and Regulations | As per legal register |
| National Environmental Management Act and Regulations, 107 of 1998. | As per legal register |
| National Environmental Management Air Quality Act, 39 of 2004. | As per legal register |
| National Environmental Management: Protected Areas Act and Regulations, 57 of 2003. | As per legal register |
| National Environmental Management Biodiversity Act, 10 of 2004 | As per legal register |
| National Environmental Management: Waste Act, 59 of 2008 | As per legal register |
| Environment Conservation Act, 73 of 1989 | As per legal register |
| National Forest Act and Regulations, 84 of 1998. | As per legal register |
| National Veld and Forest Fire Act, 101 of 1998. | As per legal register |
| National Heritage Resources Act and Regulations, 25 of 1999. | As per legal register |
| National Water Act, 36 of 1998. | As per legal register |
| National Energy Regulator Act 40 of 2000 | As per legal register |
| Water Services Act and Regulations, 108 of 1997. | As per legal register |
| Atmospheric Pollution Prevention Act, 45 of 1965. | As per legal register |
| Conservation of Agricultural Resources Act and Regulations, 43 of 1983. | As per legal register |
| Hazardous Substances Act and Regulations, 15 of 1973. | As per legal register |
| National Nuclear Regulations Act and Regulations, 47 of 1999. | As per legal register |
| National Road Traffic Act and Regulations, 93 of 1996. | As per legal register |
| Disaster Management Act | As per legal register |
| National Nuclear Act | As per legal register |

**Approved by members of the Mancom:**

| Name: Andries van Heerden | | 11 March 2024 |
|---|---|---|
| **Position:** CEO | **Signature** | **Date** |
| Name: Collin Ramukhubathi | | |
| **Position:** GM Corporate Sustainability | **Signature** | **Date** |
| Name: Steven Jansen van Vuuren | VAN VUUREN | 11 March 2024 |
| **Position:** Group SHEQ Manager | **Signature** | **Date** |