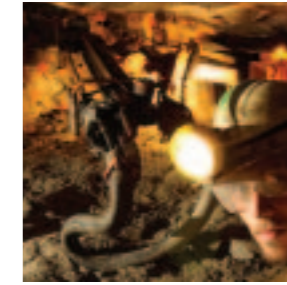




Safety is a top priority, especially in our deep-level mining operations.



Safety Management and Training (SMAT) helps maintain behaviour based safety consciousness throughout our operations.

Safety

Striving for world-class safety standards

Safety is a top priority issue at all Implats' operations, especially with regard to deep-level mining and its greater associated risks. Not only is it about putting strategies in place to eliminate workplace accidents, but, equally importantly, the cultivation of a mindset amongst all employees that safety is an issue which needs to be respected at all times.

Health and Safety Representatives, elected by the workforce, are trained to assist in the identification of hazards and prevent accidents.



A mindset has been cultivated among employees regarding the importance of safety.

Safety and injury performance

Notwithstanding our continued focus on safety, regrettably, ten people lost their lives as a result of occupational accidents during FY2004. More positively, the lost time injury frequency rate (LTIFR) reached an all-time low for the group of 4.8 per million man hours worked, while the reportable injury frequency rate (RIFR) was 2.75 per million man hours worked – another record.

Figure 11: Fatality Frequency Rate (per million man hours worked), Implats total, FY2002 to FY2004

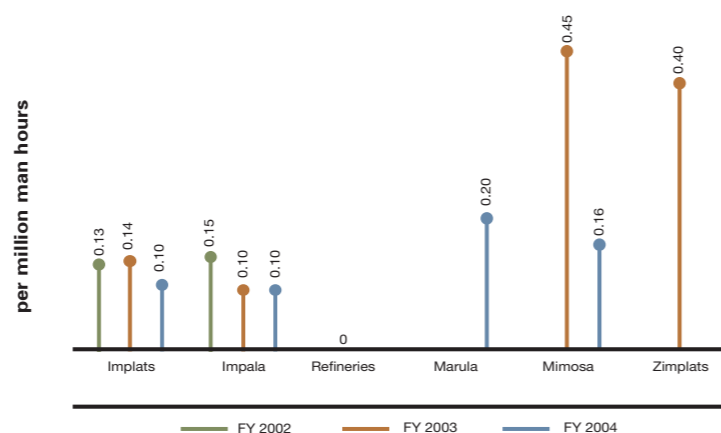


Figure 12: Fatality Agencies (%), FY2003 and FY2004

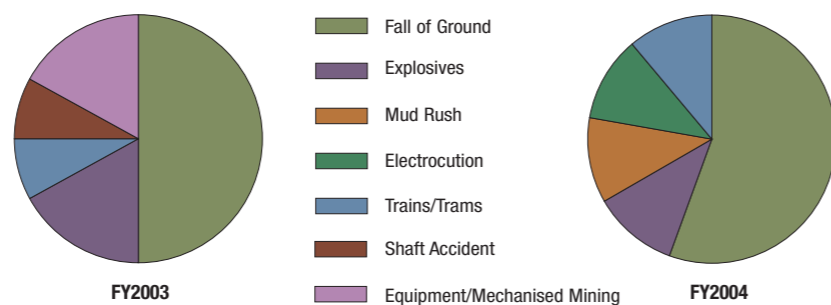


Figure 13: Lost Time Injury Frequency Rate (per million man hours worked), Implats total, FY2002 to FY2004

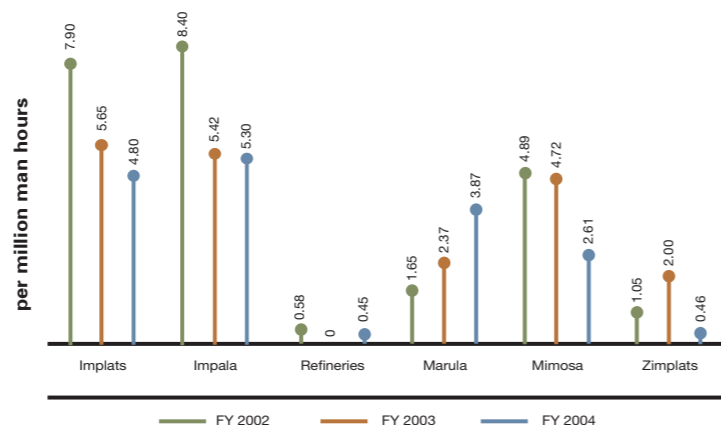


Figure 14: Injury Agencies (%), FY2003

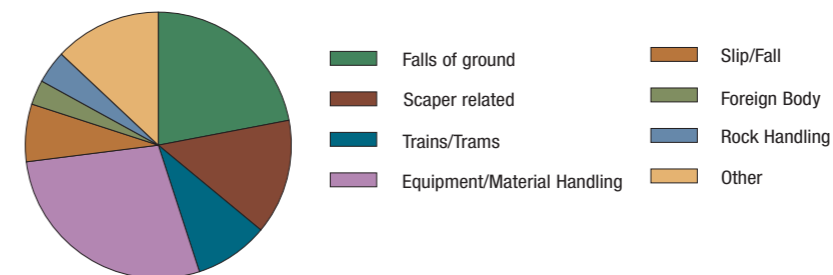
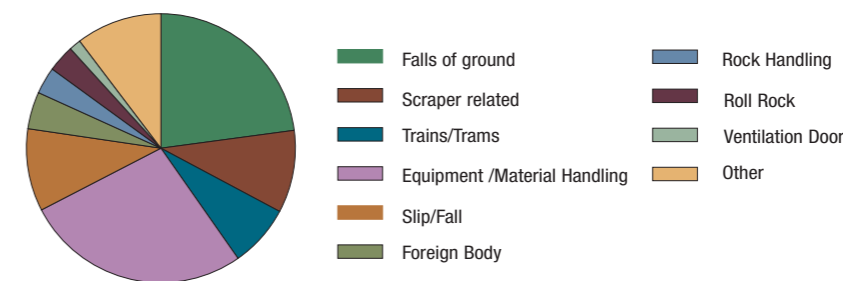


Figure 15: Injury Agencies (%), FY2004



Impala

Rustenburg Operations

Rustenburg operations regrettably reported eight fatal injuries during FY2004, six of which were related to fall-of-ground (FOG) incidents, rendering the fatal injury frequency rate (FIFR) static at 0.10.

Disappointingly, the LTIFR fell by 13% year-on-year to 5.3, well short of the improvement target of 50%. Encouragingly, lost time injuries due to incidents of FOG improved by 25%. The ceiling for LTIFR for FY2005 has been set at 2.9.

The reduction in FOG-related injuries is largely due to the ongoing efforts of the Ground Control Districts (GCD) programme, which was implemented in May 2002 following the deaths in separate incidences of four miners at No. 11 Shaft earlier in FY2002. After determining that different types of support were required for different rock face types, a colour-coded system was implemented, which categorized the type of support that should be used. The FOG campaign has con-

tinued this year and both awareness and knowledge of the hazards and control measures relating to rock strata have increased. Capital was approved for establishing two more FOG-simulation Training Centres.

The GCD system has been extended with the dictate that there should be no temporary wooden support at the most susceptible time to FOG incidents – i.e. between blasting and cleaning the area, and installing permanent support. Steel roof bolts are now installed immediately, thereby reducing the FOG risk substantially.

This will be coupled with the introduction of drill jigs to install in-stope bolting. Suspended on a pipe, this equipment is lighter and easier to use than conventional drills. Although this new technology met with some resistance from the workforce initially, management and unions have gone a long way to allay fears that it will force workers out of jobs. Capital is also being expended in training operators to use these drill jigs.



Roof bolters are being introduced for in-stope bolting.

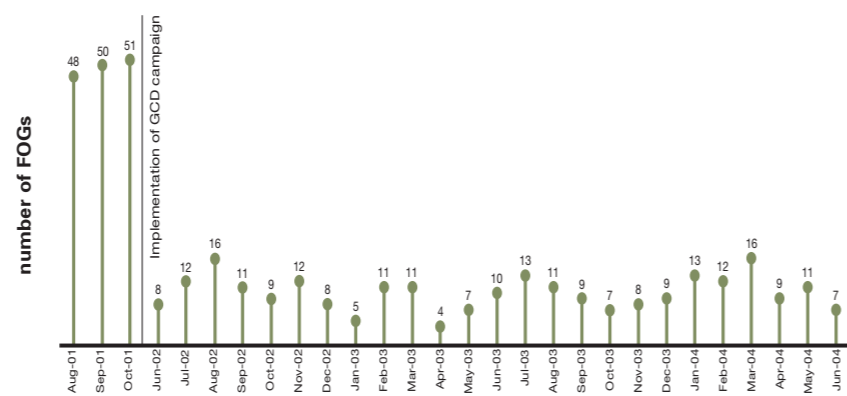
No. 4 Shaft has achieved the distinction of four Million Fatality Free Shifts (MFFS) over a period of nine years, and is hoping to achieve a record of five MFFS. No. 8 Shaft has achieved 3.5 MFFS, remarkable given that these are among the highest achievements ever in hard rock mining.

The behaviour-based Safety Management and Training (SMAT) system was renamed Tsiboga at Impala Platinum. Much of the year was spent in training

front line supervisors in the principles of Tsiboga as well as encouraging weekly safety audits. Tsiboga's data-measuring system is undergoing an overhaul to improve data analysis, which improves the safety interventions.

It is hoped that by improving previous, and by introducing new, safety interventions, the safety target of a 50% improvement will be met in the next financial year.

Figure 16: Large Falls-of-Ground vs implementation of Ground Control Districts programme, Rustenburg operations



Refineries

Refineries maintained its NOSCAR status for the sixth consecutive year with a record score of 97.6%; and was listed as one of the top 100 international companies in the NOSA system for the second consecutive year. The operations also took first prize in the Mine Metallurgical Manager's Association Competition for the second year in a row.

Refineries achieved four MFFS on 17 March 2004, a milestone that took eight years and one month to achieve.

On the downside, the LTIFR, increased to 0.44 following two lost time injuries. The Non Lost Time Injury Frequency Rate (NLTIFR), including contractors, dropped by 16% year-on-year.

Refineries has named its behaviour-based SMAT programme Meerkat. Employees are encouraged to report all near misses and incidents to a central Hotline. All calls are confidential.

A total of 882 employees attended safety-related training courses including Permit Training; Accident Investigation; Hazchem; and Safety Repre-

sentative training. 291 employees (29% of the workforce) currently have valid Level 1 First Aid certificates.

Legal awareness training was given to 120 members of management.

Contractor and Annual Induction training, which covers workplace health and safety, were improved with the help of external consultants. A new training facility was erected to cater for the increased number of contractors and all contractors must undergo induction every year. 2 467 contractors were inducted during the review period.

The newly promulgated Construction Regulations resulted in contractor representation at Safety, Health and Environment (SHE) site meetings. Contractors are also encouraged to attend in-house Impala courses aimed at SHE training, albeit at their own cost. Contractors are controlled while on site via the use of the safety permit system. Only trained individuals are allowed to receive permits.

Marula Platinum

Despite being a new operation, Marula Platinum has regrettably already recorded its first fatal injury, in March 2004, following a FOG. As a result, a longer-term review of all roof support methods is being investigated. FOG-competency training is also being carried out with workplace assessment, added to which a FOG campaign known as "drop that rock before it drops you" has been launched.

The LTIFR for FY2004 is 3.87, up from 2.36 in FY2003, equating to 19 lost time injuries (2003: 8).

The mine has adopted a "zero tolerance" approach to safety and has established an underground training school, in view of the fact that the mine's localized labour force is largely unskilled. Management is to conduct regular safety audits, survey behaviour-based safety performance and to carry out on-the-job coaching.

To encourage ongoing safety awareness, Marula Platinum, which has also called its SMAT safety programme Meerkat, has instituted a competition for the best safety interventions.

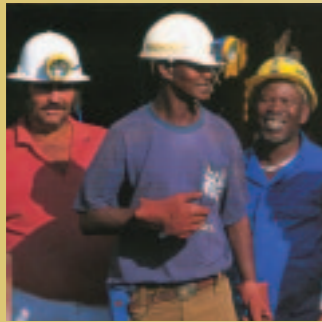
Zimplats

Although the LTIFR and FIFR fell year-on-year, the Minor Injury Rate (MIR) at Zimplats increased, attributed to improved reporting and data collection. The incidence of lost time injuries fell by 50%, making FY2004 the best year since the start of operations. Another achievement for the year was that no fatal injuries were recorded, compared to FY2003's record of three.

To the operation's credit, the Selous Metallurgical Complex was awarded second place in the severity competition and third for an improved frequency rate by the Chamber of Mines.

The company adopted a number of safety initiatives during the FY2004, including the following:

- A safety campaign Chengeta (meaning "We Care") was launched, which includes a system that enables SHE committees to be set up from executive managerial level to the shop floor. The Chengeta system is a continual improvement process in three main focus areas – Audits, Risk Assessment and Behaviour-based Safety (BBS). A total of 339 employees and contractors have been trained in BBS. The CEO, Mike Houston, has pledged to champion the programme and to ensure the system is successfully implemented.
- The company also made a commitment to adhere to the 'Platinum Safety Rules' for mining operations.
- Baseline risk assessment and safety audits were conducted by external teams from Impala and Mimosa Platinum. Ongoing safety action plans include policy element identification; hazard identification in all business units; formulation of a safety management plan; and sectional safety targets.



**Just over a
100 Mimosa
employees
underwent
SHE induction.**

- 80% of employees and long-term contractor employees are to be trained on BBS in FY2005 (29% trained in FY2004).
- In view of the forthcoming Ngezi Expansion Project, all contractors will be required to have safety committees as required by Makwiro Standard. They will also receive induction on safety and health issues.
- The company is aiming to improve its emergency preparedness to world-class standards by recognizing the importance of first aid and fire-fighting skills. It is also gearing up for a mine rescue proto team.

Mimosa

Although the Disabling Injury Frequency Rate (DIFR) at Mimosa is within the NOSA five-star rating of 1.0, an MIR of 203 minor injuries was recorded, well above the 110 annual limit. More pleasing though, is that the FIFR has dropped. Regrettably one fatality was recorded for FY2004.

Approximately 600 employees have been trained in First Aid during the year, and just over a 100 underwent SHE induction.

As a result of a strategic visioning session, a number of safety initiatives are being addressed, namely:

- A risk management methodology is being developed and capacity is being built for sustainable programme implementation with the assistance of Implats.
- Project management (scope and design) methodology is also being developed for implementation.
- Risk profiles are being linked to standard job procedures (SJP), and high risk-rated jobs/tasks are prioritized for SJP training.
- A comprehensive fire risk survey was conducted and an action plan is being implemented to reduce the fire risk.
- Refuge chambers will be constructed to cater for emergencies underground. A first aid station is to be established underground and will be manned on each shift.
- The process of acquiring SABS-approved self-contained self-rescuers for all underground employees was initiated.
- A new initiative called ICU (Intensive Care Units) has been adopted to conduct monthly audits in all sections whose South African NOSA rating is below three stars.

Safety objectives

Impala Rustenburg operations

- Reinforce the Tsiboga safety programme and ensure visible leadership
- Develop a behaviour-based safety programme at team level
- Appoint, train and coach risk management champions across all Impala operations
- Inculcate the belief that operations can mine without injury
- Conduct one cross-operational safety audit each quarter
- Pursue 50% safety improvement target year-on-year

Refineries

- Maintain NOSCAR rating by continuing "Back to Basics" programme
- Establish root cause of all serious incidents and near misses
- Check quality of Meerkat behavioural audits
- Conduct training needs analysis for safety system

Marula Platinum

- Work towards an accident-free environment
- Adopt "zero tolerance" policy

Zimplats

- Achieve world-class safety status by June 2007
- Implement Chengeta safety system by June 2005
- Audit and risk assessments every quarter
- Develop standard procedures in line with ISO 18001 requirements
- Implement BBS-zero tolerance approach fully by December 2005
- Enforce use of Safety Manual and Platinum Rules booklet, through BBS
- Implement and commission a centralized fire alarm system which will be manned in the Security Control room

Mimosa

- Develop a risk management methodology
- Implement a behaviour-based safety programme
- Implement ICU system for substandard departmental programmes
- Improve safety performance by 50%