

Safety overview

Our people enable us to achieve our shared vision and strategy, ensuring their safety and striving for a 'zero-harm' working environment is our priority. Petra is also committed to creating a culture that promotes employee wellbeing through healthy lifestyles.

Achievements

- ▶ Petra achieved 10 million fatality-free shifts in June 2022 – the last fatality occurred at Cullinan Diamond Mine in April 2017
- ▶ Cullinan Diamond Mine achieved 365 days without a Lost Time Injury (LTI) in April 2022
- ▶ Achieved lowest number of LTIs (15) in more than a decade
- ▶ Achieved 83% safety KPIs
- ▶ Williamson Mine achieved two million fatality-free shifts (equal to 5.9 years) in June 2022 – last fatal accident was in September 2016

Challenges

- ▶ Resource challenges due to restructuring processes

Standards/Guidelines/Codes

- ▶ ISO standards
 - ▶ ISO 45001: 2018 Occupational Health and Safety Management System
 - ▶ ISO 31000: Risk Management Principles
 - ▶ ISO 31010: Risk Management Techniques
 - ▶ ISO 73: Risk Management Vocabulary
- ▶ Minerals Council South Africa
- ▶ Mine Health and Safety Council milestones in South Africa
- ▶ International Council on Mining and Metals (ICMM)

Progress against FY 2022 objectives

Safety	Progress
Zero fatalities, 20% reduction in LTIs and 10% reduction in total injuries	
100% mandatory safety compliance	
Maintain ISO 45001: 2018 certification	
Continued safety awareness campaigns and awareness programmes to improve health and safety behaviour in the workplace	
Continual improvement of management/worker relationships and overall workplace conditions	

KEY

-  Achieved/good progress
-  In progress
-  Limited progress

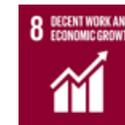
Material topics

- ▶ Employee safety, health and wellness
- ▶ Community relations and social investment
- ▶ Ethical behaviour

Stakeholders

-  Employees, contractors and unions
-  Local communities and NGOs
-  Host Governments and regulators
-  Suppliers

SDGs



Safety KPIs

0

FATALITIES
(FY 2021: 0)

0.50

TOTAL INJURY FREQUENCY RATE (TIFR)
(FY 2021: 0.75)

34

TOTAL INJURIES (TI)
(FY 2021: 42)

15

LOST TIME INJURIES (LTI)
(FY 2021: 25)

0.22

LOST TIME INJURY FREQUENCY RATE (LTIFR)
(FY 2021: 0.44)

Objectives for FY 2023

- ▶ Zero fatalities
- ▶ 20% reduction in LTIs
- ▶ 20% reduction in total injuries (LTIs and NLTIs)
- ▶ 90% achievement of safety KPIs

Safety

Our health, safety and environmental (HSE) risk-based management process focuses on improving our ability to anticipate and prevent harm to our people, equipment and the broader environment. This approach entails a continual hazard identification process that raises health and safety awareness and integrates HSE best practices group-wide. It also encourages active employee participation to promote a safety culture.

Our ambition

Our aim is to ensure each of our employees and contractors return home safely at the end of each shift. Our people enable us to achieve our shared vision and strategy; ensuring their safety and striving for a 'zero-harm' working environment is our priority. Petra is also committed to creating a culture that promotes employee wellbeing through healthy lifestyles.

Our approach

We are committed to preventing and mitigating any safety event or impact and to identifying and capturing opportunities that deliver positive impacts. Our safety performance is an important indicator of Company culture; safety KPIs are therefore monitored regularly by the HSE Committee and the Board.

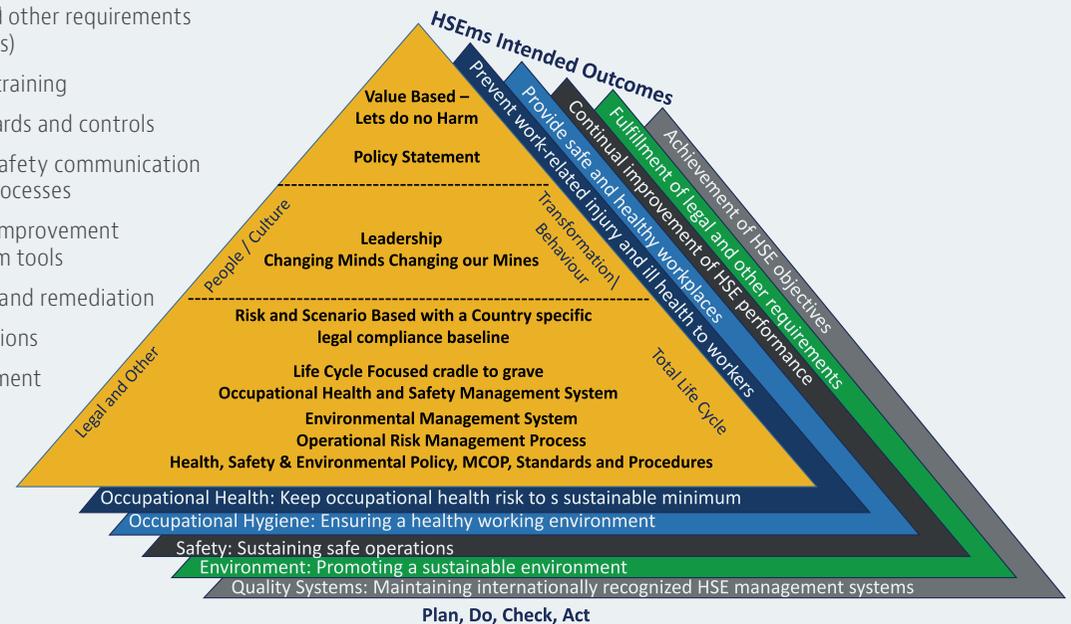
Our health and safety strategy relies on improving our ability to proactively identify and prevent harm to our people. We provide safe working conditions and aim to prevent work-related injuries by carefully managing strategic risks, safety and other risks and opportunities at all levels group-wide, including management and employee committees.

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Petra's holistic approach to health and safety management is depicted below. This approach is based on five outcomes and aligns with the value of doing no harm. It also involves our employees taking personal responsibility for their own safety as well as that of their colleagues. This approach is important in building a safety culture group-wide.

The following key components required to maintain safety in the workplace are carried out by working crews on all shifts:

- ▶ Maximum visibility through our visible felt leadership (VFL), leading by example and intervention by Group and operational management
- ▶ Adherence to legal and other requirements (compliance obligations)
- ▶ Regular coaching and training
- ▶ Enforcement of standards and controls
- ▶ Improved health and safety communication during start of shift processes
- ▶ Continual review and improvement of management system tools
- ▶ Quality investigations and remediation
- ▶ Stop-and-fix interventions
- ▶ Consequence management



We value our employees and ensuring their safety and wellbeing remains our priority.

Safety continued

How we identify risk and manage risks

Any significant risks that remain after controls at source are mitigated through codes of practice, policies, procedures, working practices and management instructions, according to the risk management hierarchy of controls.

Health and safety material hazards and associated risks are identified when developing work programmes. The outcomes from continuous risk assessment, management walkabouts, VFL interventions, internal audits and regulatory inspections are analysed, prioritised and formally actioned through remedial action plans with assigned responsibility and completion dates.

Petra's HSE operational risk management process consists of mine-specific operational processes, with a three-tiered analysis process (see below) to identify and treat all significant hazards and associated risks. Significant hazards are further assessed to determine major unwanted events and mitigated through major hazard control protocols and controlled by trigger action response plans.



Every accident resulting in injury, loss of life or damage or categorised as a dangerous occurrence is investigated in detail using the root cause analysis technique (RCAT) model. Causes are analysed and action plans are designed and implemented to mitigate re-occurrences.

Every incident that has the potential to result in serious injury, loss of life or damage is assessed to determine if it is a high-potential incident (HPI). All identified HPIs are investigated and remediated to mitigate similar reoccurrences.

Reviews of the risk assessments and operational controls are conducted according to the following timescales:

- ▶ After an incident or accident occurs
- ▶ If a process or sub-process in operations change
- ▶ Per instruction from the national mine health and safety legislator or regulatory inspectorates
- ▶ Every three years

Incident reporting and response process

Incident and accident reporting across our operations is a formalised process (see below), which is controlled by Group policy and operational procedures and aligned with legislative requirements and Company standards.



Leading from the top: HSE Committees

The HSE Committees at each operation comprise supervisory, union and management members and represent 100% of the workforce. We have 9% (FY 2021: 8%) workforce representation in formal management and worker HSE Committees, which equates to one representative for every 12 people (FY 2021: 13 people). This compares favourably to the South African legislator requirement of one representative for every 50 people.

Management ensures that health and safety material topics are addressed during consultation sessions with the various trade unions that represent employees at specific mine sections. Any concerns are elevated to the HSE Committee meetings, consisting of Senior Management and employee representation.

The HSE Committees also collaborate with mine management to effectively eliminate, control, minimise or monitor hazard and risk in the workplace; sharing oversight and management of the remedial action plans.



Safety continued

Minerals Council South Africa – South African Health and Safety Policy Committee

Our Group health, safety and quality (HSQ) manager and department leads are members of this Minerals Council South Africa Committee. They are actively involved in the development of new health and safety standards for the industry.

Embedding safety practices through training and education

Every employee and contractor at Petra's operations is formally trained in health and safety, to enable them to do their work safely and know how to eliminate, control and minimise workplace hazards and risks.

7,670

**NUMBER OF EMPLOYEES, CONTRACTORS
AND STAKEHOLDERS PROVIDED WITH SAFETY
TRAINING IN FY 2022**
(FY 2021: 6,741)

The operational training departments also conduct general induction, departmental and sectional orientation training annually, in accordance with national mine health and safety legislation. According to Company policy, all new and current personnel receive general, departmental and sectional orientation training, focused on relevant health and safety standards, prior to entering the operations.

All employees, contractors and stakeholders are briefed and trained on national legislative stipulations pertaining to the employee's responsibility surrounding health and safety, as well as the right to withdraw from unsafe working areas or workplaces, without being discriminated against.

Our safety performance

Petra continues to target a zero-harm working environment. Our health and safety objectives and KPIs are underpinned by the 0:20:90 strategy, which targets 0 fatalities, a 20% reduction in total injuries and a 90% achievement of safety KPIs annually. We also aim to achieve a 20% reduction in LTIs annually.

This was largely reached during FY 2022 as the Group achieved an 83% (FY 2021: 73%) improvement of all measured safety KPIs during FY 2022. This included a 19% improvement in the number of total injuries reducing from 42 in FY 2021 to 34 in FY 2022. Management therefore considers that Petra has achieved an improvement in its safety performance when compared to FY 2021.

Petra's number of LTIs decreased from 25 in FY 2021 to 15 in FY 2022, with a corresponding decrease in LTIFR from 0.44 in FY 2021 to 0.22 in FY 2022. The LTIs during FY 2022 continued to be low in severity and mostly behavioural in nature. The various remedial actions and behaviour-based intervention programmes instituted have assisted in achieving this strong improvement in our safety trend. The total number of injuries during FY 2021 (42), which includes LTIs, decreased in FY 2022 to 34.

Significant material hazards that resulted in LTIs during the Year related to walking, material handling and maintenance tasks. Causal triggers indicated that 73% of significant accidents were due to unsafe behaviour and 27% due to unsafe conditions. 20% of all recorded significant accidents were non-work related (walking-related slips and trips) caused by a lack of focus and complacency. However, the Company takes responsibility for behavioural-related accidents as these are an important indicator of Company culture; hence considerable focus has been placed on turning this performance around and promoting the right mindset and conditions for a safe working environment.

Decrease in LTIs in FY 2022

LTIs represent a work-related injury resulting in the injured being unable to attend work and perform all the tasks for which the employee was appointed, on the next calendar day, after the day of the injury. The number of LTIs experienced by the Group decreased by 40% (FY 2022: 15) following a 32% increase between FY 2020 and FY 2021 (FY 2021: 25), which meant that the Group's annual target of a 20% reduction in LTIs was achieved.

LTI performance by mine

Mine	FY 2022	FY 2021	Variance
Cullinan Mine	3	10	7
Finsch	10	10	0
Koffiefontein	1	5	4
Williamson	1	0	(1)
Total	15	25	10

Overall assessment of FY 2022 performance

The 83% (FY 2021: 73%) overall improvement in safety objectives and KPIs is a clear indication of the commitment, drive and effectiveness of the implemented OHS management system and associated tools. The Group motto is: 'Together we can make a difference and contribute to a safer Petra every shift – one shift at a time.'

Safety continued

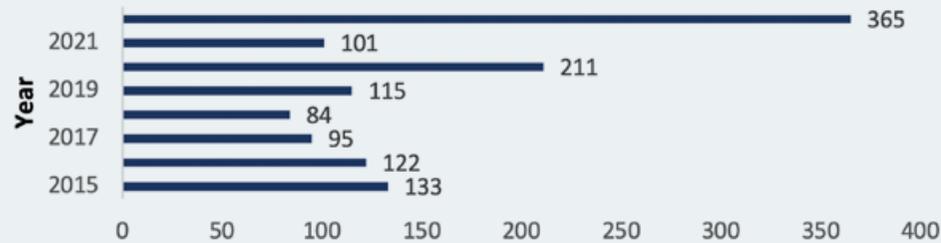
Case study

Safety performance achievement – Cullinan Mine’s 365 days lost time injury free



Cullinan Mine celebrated 365 consecutive LTI free days on 25 April 2022, with the last accident reported on 25 April 2021. This achievement has superseded the previous Cullinan Diamond Mine record of 211 LTI free days, as well as Petra’s record of 249 LTI free days held by Finsch in 2015. The operations’ management arranged a memorable celebration with its workforce and received motivation and accolades from the Exco and HSE Board Sub-Committee members.

Cullinan Diamond Mine lost time injury free days - Historic statistics (2015-2022)



	2015	2016	2017	2018	2019	2020	2021	2022
■ CDM	133	122	95	84	115	211	101	365

Days rolling



Cullinan Mine celebrates 365 consecutive LTI free days