Employee health and wellbeing

We strive to ensure effective control of occupational health risks and to promote employee wellbeing and optimal levels of health.

**HIGHLIGHTS**

- Covid-19 risk prevention measures successfully flattened the curve in cases recorded at our South African operations
- Pulmonary TB and HIV levels are well controlled
- Adherence to HIV and TB treatment remains high at 95% and 100% respectively
- Established a Group wellness committee to develop and oversee an integrated Group wellness strategy

**LOWLIGHTS/CHALLENGES**

- Four employees died of Covid-19 (three at Impala Rustenburg and one at Impala Canada); all had comorbidities
- 38 new cases of noise-induced hearing loss (NIHL) were compensated for hearing loss
- 332 new cases of HIV diagnosed among new and existing employees
- 679 employee contracts terminated due to ill-health and disability

**FOCUS AREAS FOR 2021 AND BEYOND**

- Ensure optimal Covid-19 prevention and treatment regimes to further minimise Covid-19 impacts
- Replace the remaining machines at our operations that emit noise levels above 107dB
- Keep employees fit and healthy and ensure early diagnosis of chronic conditions to manage the condition effectively
- Support optimal mental health for employees

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**Covid-19: Safeguarding and supporting our workers and host communities**

Covid-19 is a global health crisis. The infectious disease has become the prevalent health challenge facing our employees and their families and communities at all our operations.

In all the jurisdictions in which we operate, our leadership responded quickly and decisively in developing and implementing comprehensive response plans to safeguard and support employees and host communities. These included early education of employees and communities on Covid-19, the implementation of best practice governance documents, procedures and practices, developed in consultation with key stakeholders, provisions of large supplies of PPE, boosting the immunity of all employees and protecting vulnerable employees with comorbidities.

We are committed to maintaining best practice Covid-19 prevention and treatment regimes.

**Compliant risk-based approach**

A Group Covid-19 policy and extensive supporting operating procedures were developed to serve as a framework for mitigating and managing Covid-19. These tools were compiled in accordance with guidelines provided by the World Health Organization, the National Institute for Communicable Diseases, the Department of Health and the Minerals Council South Africa. Every operation developed and implemented a customised Codes of Practice and supporting operating procedures in line with the Group’s policy and in accordance with respective regulatory requirements and best practice guidelines.

Covid-19 command centres were established to ensure structured management and oversight. The operations conducted comprehensive Covid-19 risks assessments to identify high-risk work-environment areas and developed a risk staging model, with appropriate response strategies established for each stage of the pandemic.

Our robust health strategy has underpinned our leading response to managing Covid-19 at our operations.
Our operations rolled out programmes early in the pandemic and have maintained extensive Covid-19 awareness training and education measures.

Prevention and control measures
Covid-19 preventative measures implemented and stringently applied include: physical distancing protocols; hygiene measures at the workplace including sanitisation processes and disinfection; protocols for transportation of employees; travel restrictions; use of Covid-19 prescribed personal protection equipment (PPE) by all employees and medical staff; and Covid-19 screening and polymerase chain reaction (PCR) testing.

A key part of Implats’ strategy has been to identify potentially vulnerable at-risk employees, such as those with diabetes, HIV or hypertension, and to provide additional precautionary measures to increase their protection.

Our at-risk employees are provided with vitamin and dietary supplements, flu vaccinations and critical medical screening. In addition, employees with an illness deemed to be well controlled, have been provided with pre-packaged supplies of chronic medication for a period of six months to ensure that these at-risk employees do not need to visit hospitals or clinics during the peak Covid-19 infection time. For employees who came into close contact with Covid-19 positive patients or for employees who became infected, suitable Company quarantine and isolation accommodation is availed for those who may not be able to self-isolate or self-quarantine at home.

In South Africa, mandatory quarantine and isolation protocols were implemented for employees returning from Covid-19 hot spots to minimise the risk of transmission to the workforce and host communities.

We have developed several innovative solutions, including different cycles of work and staggered shift systems to enable the best possible precautionary measures against the spread of Covid-19 among Implats’ employees.

Our Covid-19 prevention strategies have also been rolled-out to host communities.

A review of our Covid-19 community response initiatives is provided on page 71.

Medical staff resourcing
All medical staff completed training on Covid-19 procedures to ensure sustained compliance. Additional locum doctors and professional and assistant nursing staff were recruited early on in order to deal with the projected numbers of patients and to assist with monitoring and wellness. Covid-19 medical teams rotate to limit exposure for healthcare workers.

Screening, testing and tracing
All employees and contractors undergo daily Covid-19 screening, which involves submitting a questionnaire, skin temperature thermo-scanning and, if necessary, core temperature screening, before entering any work area.

Employees with risk indicators are transported to designated medical facilities for diagnosis and, if necessary, testing, quarantine and early hospitalisation.

Anyone testing positive is isolated and a thorough contact tracking and tracing process is actioned. We secured PCR testing capacity early on and are conducting and tracking diagnostic testing. Our Covid-19 testing rate has compared favourably with national and global average testing rates.

To address a deficit in host community medical response measures, we donated a significant portion of our supplies (more than 1 700 PCR laboratory tests) to the Department of Health to support their efforts to curb the spread of the disease.

Implats Covid-19-related statistics
(as at year-end)

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diagnostic testing</td>
<td>5 207 employees</td>
</tr>
<tr>
<td>Positive cases</td>
<td>528 employees</td>
</tr>
<tr>
<td>Recovered</td>
<td>238 employees</td>
</tr>
<tr>
<td>Active cases</td>
<td>420 employees</td>
</tr>
<tr>
<td>Deaths</td>
<td>Four employees</td>
</tr>
</tbody>
</table>

Treatment and facilities
Our Covid-19 facilities provide excellent nursing and healthcare and were scaled up to ensure that we had sufficient numbers of beds to provide for our employees (including contractors) and their dependents. Employees in quarantine are fully provided for in terms of basic living requirements and medication.
Employee health and wellbeing

At Impala Rustenburg, isolation and quarantine wards at the Impala Hospital were prepared for both male and female patients, and dedicated Covid-19 examination rooms were allocated and appropriately equipped. We ensured adequate quarantine facilities and have steadily increased our hospital capacity in anticipation of an escalation towards a peak in cases in the coming first quarter of 2021.

We have over 75 fully equipped Covid-19 isolation hospital beds which can be increased to 236 if required and over 1 000 isolation and quarantine beds. Marula operations have 100 quarantine beds and 10 isolation hospital beds.

Zimplats established a fully equipped Covid-19 medical centre (including ventilators and oxygen supply), as well as quarantine facilities. Impala Canada increased its medical capacity with access to two doctors virtually and highly trained nursing staff on-site.

Supporting good mental health
Recognising the critical importance of supporting the mental health of our employees and dependents as well as our health workers, we continue to promote and facilitate access to professional support and have increased the capacity of our employee assistance programmes, which are extended to family members of Covid-19 patients, and people in isolation. We have also provided managers with additional coaching to build their capacity to manage the pressures that Covid-19 has brought, and to lead their subordinates.

Collaborative efforts and recognition
We have worked closely and collaboratively with government and unions in implementing Covid-19 mitigation measures. Government officials in South Africa and Zimbabwe have commended our operations for their proactive screening, testing and quarantine facilities.

Challenges and outlook
Covid-19 has emerged as the major health risk at our operations. We are committed to ensuring that all efforts are implemented to reduce infection rates. Asymptomatic Covid-19 cases and uncertainty around transmission of the coronavirus in communities present significant challenges in modelling and managing the disease scenarios. We have applied leading research (Actuarial Society of South Africa Model) assumptions and estimates to assess expected infections and medical requirements at our operations and we continue to evaluate the number of positive cases and the number of recoveries, so that we are able to respond effectively to the continually changing level and magnitude of the risk.

At our southern African operations, pulmonary tuberculosis (TB) and the associated human immunodeficiency virus (HIV) co-infection continue to be a material health concern. These two infections have been shown to increase the risk of complications developing from Covid-19. Our strong management here continues to assist us with mitigating the impact of Covid-19.

Limpopo premier Stanley Mathabatha praised Marula’s adherence to Covid-19 protocols during his visit to the Marula Mine. The premier was quoted in a national newspaper: “We are pleased on how the mine is operating and we trust that if they continue with such adherence we will then record no cases at the mine.”

Source: Daily Sun, 5 May 2020