

Operational review – Impala



“The focus is on creating a more concentrated mining operation with access to new, modern shaft complexes making better use of the invested fixed cost base, with higher mining efficiencies and lower unit costs



The ramp-up at Rustenburg following the five-month strike in the previous financial year progressed well, but was interrupted by four fatal accidents and subsequent work and safety stoppages. Full production rates were achieved in November 2014.

Manufactured capital

Safety performance

Impala's safety performance improved over the year and the total injury frequency rate improved to 10.37 per million man-hours worked (2014: 13.03). Several significant achievements were recorded during the period:

- Refineries and Services both achieved 10 million fatality-free shifts
- 12 and 7A shafts recorded 5 million fatality-free shifts
- 9, 14 and 20 shafts and Rustenburg Processing all reached 1 million fatality-free shifts
- Refineries have recorded a year without a lost-time injury

Despite the overall improvement, six employees suffered fatal injuries during the year. Of these, four occurred in August and September 2014 during the ramp-up of the Rustenburg operation. Following consultations, safety plans were amended to include, among others, the implementation of a critical safe behaviours initiative. This programme culminated in a three-day safety summit which was attended by 600 safety representatives, including employees, union leaders and representatives from the Department of Mineral Resources (DMR), in a collaborative effort to improve safety at this operation. This will remain an ongoing initiative.

Management continues to focus on cultural transformation supported by effective leadership and supervision, compliance with leading safety practices and creating a safe working environment. Team mobilisation has been identified as a key

element in ensuring the safe behaviour of employees, with the objectives of enhancing trust, building commitment and accountability, and achieving collective results. As at the end of June 2015, approximately a quarter of the stoping teams had participated in this intervention.

Underground safety enhancements including the further deployment and completion of rollout of self-rescuers as well as proximity detection devices, fire-retardant conveyor belting and centralised blasting systems have been progressed during the year

Operational performance

Impala achieved its stated production target for the 2015 financial year despite interruptions to the ramp-up of operations caused by safety stoppages and constrained power supply. The ramp-up at Impala Rustenburg following the five-month AMCU wage strike in the second half of FY2014 progressed well, but was interrupted by the four separate fatal accidents and associated safety stoppages referred to above. All affected shafts and production units were stopped in September 2014 for an extended period while all mining operations were suspended for a period of four days to actively consult all key stakeholders and secure a renewed compact to work safely. Full production rates were achieved from November 2014.

Mineable face length for conventional mining crews, which provides the best measure for ore reserve flexibility, improved over the year from 20.5 kilometres in June 2014 to 22.4 kilometres in June 2015. This has been a key focus area at the operation over a number of years, improving from 17.8 kilometres in December 2011 and effectively achieving 1.5 stoping panels per mining team at the end of the reporting period. Since 2012 Impala has increased its mineable ore reserves from 24 to 33 months.