

IN PURSUIT OF SUSTAINABLE STAKEHOLDER VALUE

Our people supplementary report



PPC



1	Our people
1	Human capital
2	Workforce analysis
4	Culture
5	Talent
5	High-performing organisation
5	Leadership
5	Learning and development
7	2019 and beyond
8	Occupational health and safety
9	Occupational health
9	Our safety performance
10	Group statistics by region/operation
10	Authority visits
11	General safety matters
11	Outlook
11	Focus areas
11	How we do it
11	What we do

We encourage feedback on our integrated and supplementary reports. Kindly direct feedback to Mr Anashrin Pillay, group head of investor relations, tel +27(11) 386 9000 and email anashrin.pillay@ppc.co.za.

Details for obtaining copies of the integrated report from the PPC company secretary can be found on the inside back cover of the integrated report.



Our people

It is the passion and determination of the PPC people that form the company’s heartbeat.



We believe that a conducive and enabling culture, complemented by high levels of employee engagement and participation, is critical for PPC’s success. Therefore, the development and entrenchment of a high-performing culture is a key strategic priority

in creating sustainable value for all our stakeholders.

We believe in empowering our people to allow everyone equal opportunity to contribute to PPC’s success. We remain

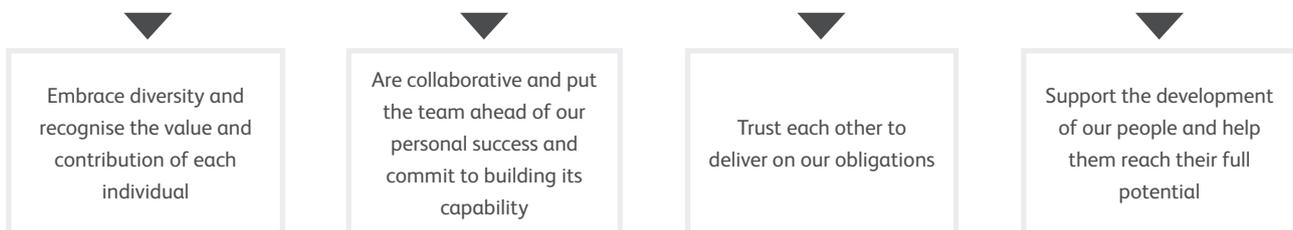
committed to utilising all available human resources (HR) to their fullest potential.

We include in this section our **human capital review** (page 1) and **health and safety review** (page 8).

Human capital

PPC aims to be an organisation that attracts people committed to continuous trans-formation and high performance – to grow and develop talent for employability, build talent pipelines that lead to healthy succession and a learning culture.

We value our people and recognise that each one of us is essential to our success. Our people are our strength, and we:



During the reporting period, we made significant progress on those initiatives aimed at value creation for all our key stakeholders. The following initiatives and performance areas for the reporting period supported our human capital strategic priorities:

- > Human resource solutions (an integrated combination of electronic tools and processes)
- > Talent
- > High-performing organisation
- > Organisation culture

Highlights

- > Completed first phase of head office restructuring
- > Strengthened key leadership with focused executive committee
- > Introduction of an executive coaching programme
- > Launched and implemented the employee value proposition (EVP)
- > Rolled out internal branding in southern African businesses
- > IDM integration
- > Integrated human capital management (HCM) system implementation process commenced with system setup and configuration
- > Zimbabwe employee self service (ESS)/manager self service (MSS) implementation
- > Launch of culture change initiatives, including the group code of conduct, the introduction of culture change champions, and successful implementation of climate creation workshop (CCW) initiative
- > Adopted a performance management and pay-for-performance philosophy

> Challenges	> Strategic responses
External disputes arose as a result of head office restructuring	> Legal processes followed as per the Labour Relations Act

OUR PEOPLE SUPPLEMENTARY REPORT

continued

Our initiatives and performance areas for the review period are summarised below.

Workforce analysis

Our total workforce increased by 2,1 % to a total workforce of 3 614 in 2019. This includes the 443 employees of Pronto, 3Q and Ulula Ash.

The marginal increase in our South African workforce of 2 153⁽¹⁾ was due to the successful integration of our IDM employees into the group. This involved conversion of labour brokers into permanent employees, aligning terms and conditions of employment and company policies. Our Botswana workforce of 135 employees now report into our Cement SA business.

Total workforce as at year end

	2 019		2018
South Africa	2 153 ⁽¹⁾	▼	2 532
Subsidiaries (Pronto, 3Q, Safika)	443	▼	510
Botswana	135 ⁽¹⁾	▲	131 ⁽¹⁾
Zimbabwe	440 ⁽¹⁾	▲	436 ⁽¹⁾
CIMERWA	295	▲	273
DRC	148	▲	140
	3 614	▲	3 528

⁽¹⁾ Workforce of our South African operations (excluding Pronto, 3Q and Ulula), Botswana and Zimbabwe verified by Deloitte & Touche (Deloitte) for assurance.

Total workforce

	2 019		2018
Total	3 614	▲	3 538
Permanent	3 278	▲	3 195
South Africa	2 596	▲	2 558
Fixed-term contracts	336	▼	343
Consultants	6	▼	9
Labour brokers	0	▼	101

We continued to maintain a well-balanced workforce in 2019. Our young talent – those younger than 30 years – represented 18,53 % of our workforce, comprising 0,45 % senior management, 5,58 % at a professional level and 25,6 % skilled workers. Our more experienced employees accounted for 62,05 % of our total workforce. The risk of losing intellectual capital and institutional experience was well managed, with 19,42 % of our employees aged 50 and above.

Employment equity

PPC continues to make progress on our transformation targets compared to industry norms in South Africa. Female representation, in particular African females, continues to be a challenge against the national economically active population (EAP). Our total African female representation is 13,1 % in comparison with 35,7 % of the national EAP. Our recruitment and promotion initiatives are aimed at closing this gap.

National EAP versus PPC (%)⁽¹⁾

Population group	Male		Female		Total	
	EAP	PPC	EAP	PPC	EAP	PPC
African	42,5	43,4	35,7	13,1	78,3	56,5
Coloured	5,4	17,9	4,6	5,3	10,0	23,2
Indian	1,7	0,9	1,0	0,9	2,7	1,8
White	5,1	12,8	3,9	4,6	9,0	17,4
Total	54,8	75,1	45,2	23,9	100	99 ⁽²⁾

⁽¹⁾ Excluding Pronto, 3Q and Ulula Ash, not verified by Deloitte for assurance.

⁽²⁾ Excluding non-South African citizens.

Senior management representation increased from 39,0 % in 2018 to 64 % in 2019 as a result of restructuring our head office, aligning with the overall industry norm and indicating a positive movement from 32,3 % to 42,1 % at this level.

continued

Management (%)

	Top management	Senior management	Professional
2018	75,0	39,3	63,3
2019	75,0	64,0	60,8
Industry norm	38,8	42,1	54,6

Turnover

The nature and purpose of fixed-term contracts for employees is limited to relief-of-duty and short-term project requirements. These numbers are not a true reflection of avoidable exits, and we have therefore excluded them.

Turnover rate, calculated using Global Reporting Initiative (GRI) standards, increased slightly from 7,94% in 2018 to 8,43% in 2019. Our turnover rate is 9,8%⁽¹⁾ for South Africa, 2,5%⁽¹⁾ for Zimbabwe, and

5,7%⁽¹⁾ in Botswana. In Rwanda, the turnover rate was 1,8% and 7,6% in our DRC operations⁽¹⁾.

While PPC made progress in the transformation of demographics – our South African recruitment rate was 10,5%⁽¹⁾, of which 92% were from designated Employment Equity (EE) groups and 91% were African, Coloured and Indian (ACI) employees – the turnover rate of employees from designated EE groups remained high. Analysing the 108 voluntary exits

(resignations) in South Africa, 81% were from EE groups, of which 71% were ACI, and 33% were female. Measures are in place to address this going forward.

Through the restructuring of our head office we actualised PPC transformation by establishing a new enterprise and supplier development for our facilities employees. All but two of these employees have now transferred into the new business.

Turnover		2019 %		2018 %
South Africa	Voluntary	4,7	▼	5,0
	Involuntary	5,0	◀ ▶	5,0
International	Voluntary	1,6	◀ ▶	1,6
	Involuntary	1,8	▼	6,9
Total		7,2	▼	9,9

Absenteeism

PPC's absenteeism rate is 1,93%, comparing well to the average industry benchmark of 3%. The absenteeism rate of our South African operations (excluding Pronto, 3Q and Ulula), Botswana and Zimbabwe was verified by Deloitte for assurance.

Bargaining representation

Overall union membership increased slightly, from 34,5% in 2018 to 36,0%⁽¹⁾ in 2019. The majority of our employees are members of the National Union of Mineworkers (NUM).

PPC supports freedom of association and prohibits unfair discrimination. We have

relevant agreements in place with the various unions representing our employees. Our employee relations landscape remains sound, and no major industrial incidents were recorded during 2019.

Our annual wage negotiations at our various plants were concluded without any disruptions. Each plant settled within affordable levels.

HR solutions

During 2019 we successfully implemented a manager and employee leave self-service portal at our Zimbabwean operations.

The Oracle Fusion system project, which covers the introduction of an integrated talent management system that will automate the talent management, performance management and learning processes, is in progress and is planned to be implemented during the second quarter. This system is aimed at improving efficiencies, standardisation and empowering our employees. Change preparation and system training for all employees will embark prior to the go-live of the system to ensure readiness.

⁽¹⁾ Excluding Pronto, 3Q and Ulula Ash, not verified by Deloitte for assurance.

OUR PEOPLE SUPPLEMENTARY REPORT

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Culture

In 2018 we embarked on a journey towards rebuilding the PPC culture to, among others, form unity between employees, improve performance, uplift employee morale, be responsive to change and realise employee involvement.

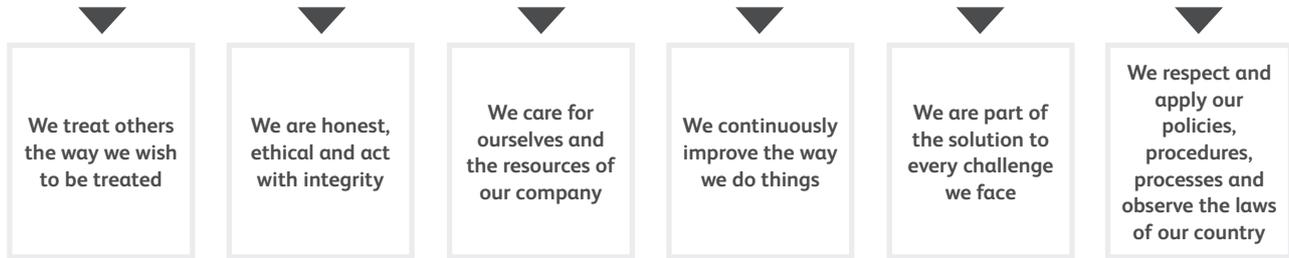
Core to our culture, we began our journey in 2018 by reviewing and relaunching our group set of values, RE-PPC, which are: we

always do the right thing; we strive for excellence in all we do: our people, our strength; passion: and we are customer focused.

These values were clearly articulated with behaviour descriptors and communicated to all employees through roadshows. Following the communication, we ensured that all sites have our values displayed in meeting rooms and common areas as well as on our lift

doors, computers as screen savers, television screens and pocket leaflets. To further ensure that our values are embedded throughout our operations, line managers were trained on how to facilitate team discussions to ensure thorough understanding and the ability to recognise and live the values daily. We have also incorporated our values in our performance scorecard.

Subsequent to the launch of our values, we introduced a PPC code of conduct in 2019. Our people participated in the design of the code of conduct, and were critical in the development of a framework encompassing the following six pledge statements we live by:



The code will assist in guiding our behavioural expectations of promoting and encouraging ethical behaviour across the business. The six statements are further supported by behaviour descriptors, which provide guidelines on how we should live and demonstrate the code in everything we do. As with our group values, line managers are empowered to facilitate discussions at team level.

To further enable culture transformation, PPC reintroduced the CCW initiative – aimed at all employees to ensure understanding of the group’s operating environment, what the requirements for success are, what the required behaviours are to create value, as well as the role of the individual employees in creating value and promoting PPC’s journey towards a high-performing organisation. More than 75% of PPC’s employees attended one of these two-day

sessions. To further upskill our employees, the CCWs are followed by work-team forums focusing on operational and behavioural targets and requirements.

During the CCW initiative, we also embarked on a process of upskilling our Invocom® system. These employee engagement forums actively promote communication, engagement and team performance.

A group culture change plan was adopted during the year to provide guidance on the implementation of all initiatives and to formulate site culture plans. To ensure effective implementation of the plan, an approach to partner and collaborate with culture change ambassadors, representing all departments, was successfully introduced across the business. These ambassadors receive ongoing training to ensure that they are empowered to fulfil their roles effectively.

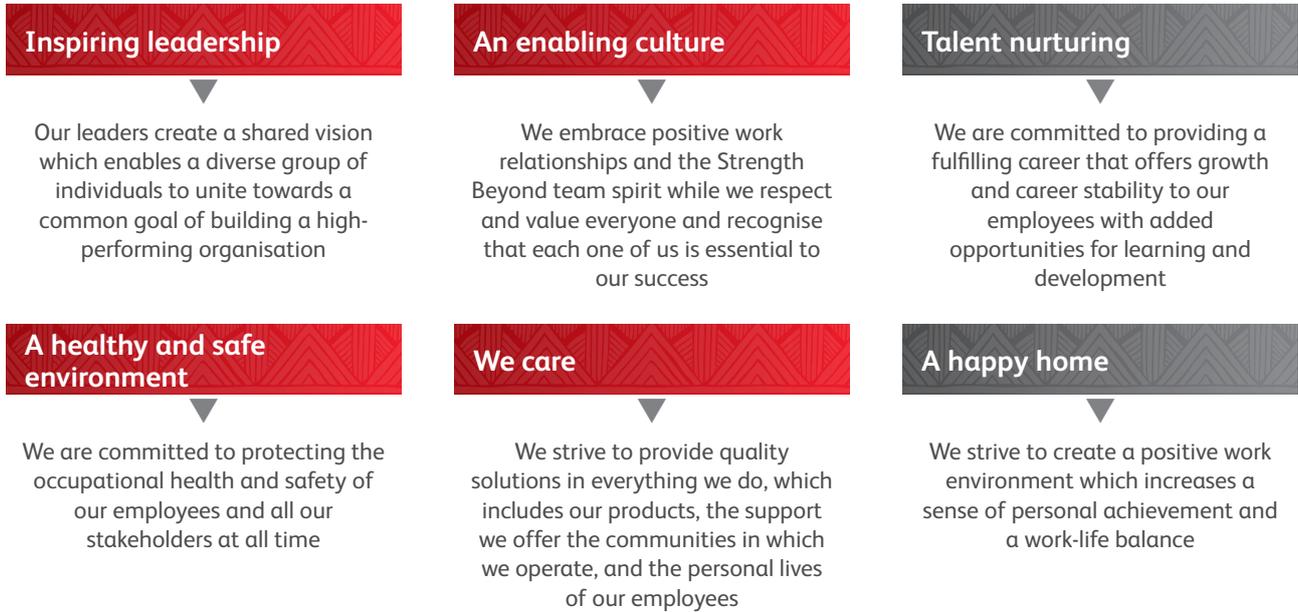
In the third quarter of the 2019 calendar year, we will embark on learning organisation sessions, where we aim to reach 90% of our employees within a 12-month period. This programme is aimed at assisting employees communicate effectively and raise awareness of their individual leadership.

From May 2019, we conduct quarterly surveys to appropriately measure the effectiveness of our culture. In the first quarter of 2020 we will conduct the first annual full employee engagement survey.

Talent

A fit-for-purpose and effective organisational structure is critical to driving high performance. With this in mind, we launched our EVP which highlights the promises we make to our employees. The EVP was crafted with input from our employees to ensure relevance.

The EVP comprises six components, and is supported by initiatives to ensure that our people truly experience the EVP throughout their tenure in PPC.



In 2019, we commenced with talent reviews followed by assessments for potential and leadership successors. Once these reviews are completed, we will be able to develop an informed group succession plan. This process will be in conjunction with the development of a robust talent strategy, with initiatives aimed at ensuring that we recruit the right talent, develop and retain the best to achieve our strategic objectives, current and future talent needs.

High-performing organisation

In line with our objective of driving high performance, during the year we revised our performance management and pay-for-performance philosophy, which is aimed at driving performance together with evaluating and differentiating pay and recognition fairly. We further simplified the performance and development goal setting template. Both these initiatives will be socialised to all employees and implemented in the next financial year.

Leadership

Our leadership is critical for the success of our business and driving the culture of our company. We aim to create a culture where leaders inspire the workforce to achieve the strategic objectives of PPC. It is against this background that PPC actively invests in initiatives to empower our leaders.

In 2019, we introduced an executive coaching programme, aimed at empowering and supporting our executive committee (exco) members in their journey to becoming inspiring leaders. This programme was implemented during the first quarter of the 2020 financial year.

PPC also drafted leadership competencies which will be used to assess our leaders across all levels. The assessments will focus on strength and development gaps, which will guide individual development plans and the design of leadership development programmes. All leaders will be socialised to these competencies to ensure that they

understand what is expected of them in being leaders who inspire their teams and create an enabling work climate.

Learning and development

PPC understands the risks the shortage of key skills in our industry pose to our business. We aim to be a talent magnet organisation – attracting those people who are committed to consistent transformation and high performance. Learning and development, as an integral part of PPC’s HR strategic priorities, strives to continuously grow our employees to maintain a strong pipeline of skills to remain globally competitive. We focus on initiatives aimed at developing young talent for their employability. Ultimately, we aim to have a strong learning culture within PPC to support the entrenchment of a high performing and enabling organisational culture which, in turn, will create sustainable value for our stakeholders.

OUR PEOPLE SUPPLEMENTARY REPORT

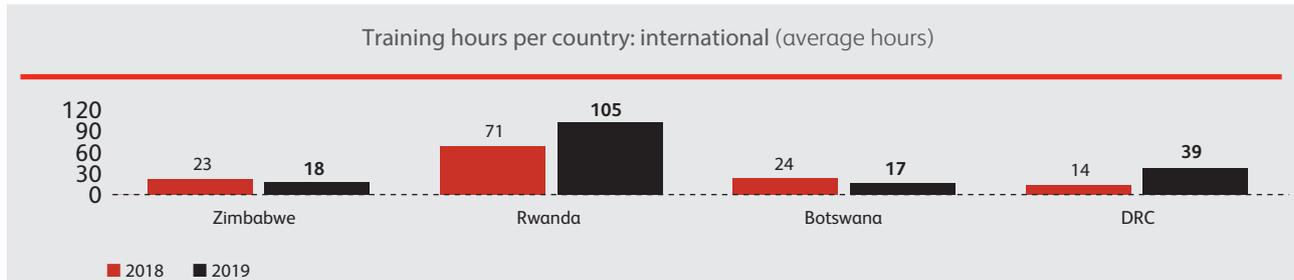
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With this in mind, PPC adopted an integrated talent management philosophy, along with supportive practices, to ensure effective delivery of talent and skills throughout the organisation. In support of this philosophy, the need for an effective integrated HCM system was identified and prioritised. We are in the process of system set-up and

configuration and aim to go live across the group in various phases at the end of the second quarter of the next financial year.

A strong learning culture is integral to our EVP. We measure average hours per employee participating in learning and development initiatives, as well as the

associated costs involved, as a percentage of PPC's total wage bill. Our average hours per employee across PPC are 68 hours, which is slightly below our benchmark of 72 to 90 hours (eight to 10 days), however, a significant part of the organisation is well within this range.



Training hours per employment category: South Africa (excluding Pronto, 3Q and Ulula)

Category	2019 ⁽¹⁾			2018		
	Total training hours	Total employees	Average hours/employee	Total training hours	Total employees	Average hours/employee
Top management	0	4	0	0	4	0
Senior management	85	25	3	133	28	5
Professionals	3 130	224	14	2 551	235	11
Skilled workers	29 530	646	45	32 201	661	49
Semi-skilled	22 260	1 134	20	25 990	1 023	25
Unskilled	2 830	22	129	3 887	19	205
Learners	119 159	91	1 309	130 295	78	1 670
Total	176 994	2 135	82	195 056	2 048	90

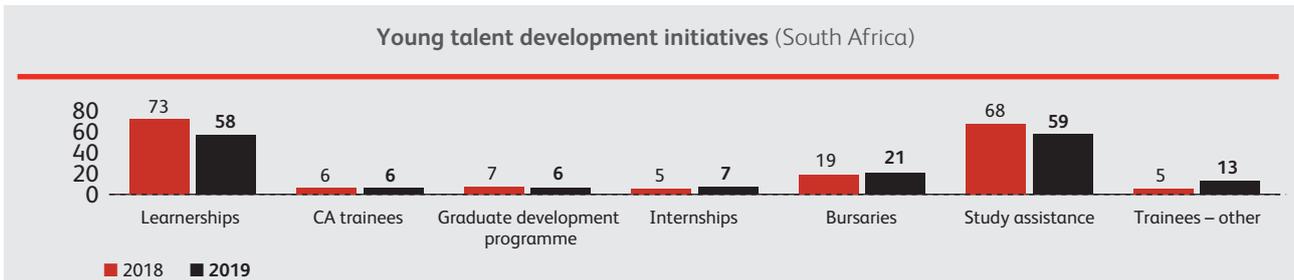
⁽¹⁾ Data as audited by Deloitte against LA9 GRI indicator.

PPC invested a significant 3% of our wage bill in learning and development, up from 2,5% in 2018. In South Africa, we invested 3,8%, a 0,4 % decrease from 2018 due to a challenging economic environment and lower learnership numbers compared to the previous year.

Training expenditure as a percentage of wage bills

	Annual wage bill	Spend	2019 (%)	2018 (%)
South Africa (ZAR)	1 133 748 511,37	43 321 000	3,9	4,2
Zimbabwe (US\$)	12 437 036,46	63 005	0,5	1,5
Botswana (Pula)	32 067 418,28	362 319	2,7	1,9
Rwanda (Rwandan franc)	4 079 068 500	115 832 956	1,1	1,9
DRC (US\$)	5 049 920	30 318	0,7	0,6

A healthy pipeline of young talent will ensure effective implementation of talent plans to meet short and long-term business requirements. Of our total learning and development investment, 30% was directed at the development of young talent. The comparative numbers of learners participating in our young talent development initiatives are shown below:



**2019 and beyond
Strategy framework**

Talent	Leadership	High performance
<ul style="list-style-type: none"> > Grow and develop talent for employability > Build learning culture > Build talent pipelines that lead to a healthy succession 	<ul style="list-style-type: none"> > Lead the company transformation initiatives > Build a coaching and mentoring culture > Elevate the level of employee engagement and decisiveness 	<ul style="list-style-type: none"> > Develop a well-being culture > Develop a pay philosophy that promotes high performance > Implement fit-for-purpose and effective structure

Our long-term people strategy is supported by strategic priorities that will be implemented in the next 12 to 18 months.

Best people behind best brand

Our strategic priorities for the next 12 to 18 months

HR solutions	Talent	High-performing organisation	Organisation culture
<ul style="list-style-type: none"> > Promote a learning culture > Continue to develop young talent to enhance employability > Entrench group code of conduct throughout PPC > Develop and implement simplified performance management scorecard > Streamline and standardise processes > Enhance group HR tools and systems > Ensure data integrity > Review group policies > Build and launch HR metrics 	<ul style="list-style-type: none"> > Focus on recruitment of diaspora talent to strengthen in-country teams > Drive assessments to validate leadership successors > Develop talent to increase employability > Conduct development assessments > Implement development plans > Drive group succession analysis process > Drive multi-skilling programmes > Review and relaunch leadership competencies 	<ul style="list-style-type: none"> > Implement our renewed performance management philosophy > Launch leadership competency framework > Embed the company EVP across all businesses > Integrate skills development programme across all regions > Develop a sound and informed group succession plan > Drive the implementation of fit-for-purpose and effective organisation structure > Build a well-being culture 	<ul style="list-style-type: none"> > Entrench PPC culture across all markets > Cultivate a high-performing and enabling organisation culture > Entrench behaviours that embrace diversity and inclusion > Roll out the vital elements of a performing organisation to the rest of the organisation > Roll out effective communication programme > Cultivate a high level of authentic leadership and professionalism

continued

Occupational health and safety

The people working in our operations are critical to delivering on our health and safety strategy. We care about the well-being of all our people across the entire business and

strive to create a working environment without threat to their health and safety.

To achieve best-in-class occupational health and safety performance, PPC is committed to building a proactive, high-reliability health and safety culture at individual, leadership and organisational levels. We are committed to protecting the occupational

health and safety of all our employees, contractors and visitors in the workplace and, where appropriate, other stakeholders.

PPC's health and safety policy, revised in January 2018, remained unchanged in the current reporting period, and can be accessed at www.ppc.africa/corporate/policies/ 

Highlights

- > 15 of PPC's sites recorded a zero lost-time injury frequency rate (LTIFR)
- > Seven of PPC's sites worked in excess of 1 million hours without a lost-time injury – our Rwandan operation achieved 3 million lost-time injury-free hours, and our Zimbabwean sites achieved 5 million lost-time injury-free hours across all sites
- > Our DRC operation achieved 239 978 lost-time injury-free hours
- > Seven of PPC's business units have over three years without a lost-time injury
- > Our Rest of Africa (RoA) operations had three lost-time injuries in the last 12 months, which resulted in a world-class LTIFR of 0,13
- > PPC Zimbabwe LTIFR below group benchmark
- > Rolled out our snakes and hazards programme, with very successful implementation in Rwanda
- > PPC went live with the group safety, health, environment, risk and quality (SHERQ) software system
- > Our Zimbabwean operation was awarded Company of the Year at the National Safety Awards in 2018

> Challenges

PPC recorded 21 lost-time injuries during 2019, which is two more than the previous year

Very onerous and developing requirements related to rail safety in South Africa, which are not commensurate to the rail risk profile of PPC

High number of injuries in PPC established sites

> Strategic responses

- > Conduct thorough investigations for all lost-time injuries, and share learning points throughout the group
- > Conduct internal audits to ensure compliance with our PPC health and safety management systems
- > In South Africa, the Department of Mineral Resources (DMR) also conducts their own investigations into lost-time injuries and, where necessary, provides instructions to PPC to rectify shortcomings
- > Completed a project for the implementation of an integrated SHERQ management system, which will greatly assist in health and safety management
- > Entered into comprehensive engagements with the Rail Safety Regulator (RSR) to ensure full understanding of the context and detail requirements
- > Committed extensive resources to ensure compliance with RSR requirements
- > The PPC South Africa Cement rail safety permit for 2019/2020 was issued in March 2019, with the PPC Lime permit already in effect from November 2018
- > Since the implementation of our risk assessment and engagement programme – the snakes and hazards programme – throughout the group, we have made significant improvements which will be shared with all operations. The recent successful safety performance at CIMERWA and Dwaalboom through the snakes and hazards programme provides us with confidence of the effectiveness of the programme

Occupational health

We ensure that all contractors and employees complete a health and safety induction before starting work. Annual and exit medical examinations are also conducted for all our employees and contractors.

All expatriate workers, including those employees and contractors travelling internationally, complete an extensive pre-deployment health evaluation, which includes medical assessments, fitness to work and travel, individual travel health assessments, required vaccination and malaria prophylaxis.

Our established operations are subject to occupational hygiene surveys, which are conducted on an annual basis. The surveys cover topics such as lighting, noise, dust, ergonomics, heat, vibration and ventilation. Any identified issues are remedied with the help of occupational hygiene and medical personnel. We will introduce these surveys at new operations and subsidiaries, as required, as part of the relevant occupational health risk assessments.

We complied with all legal health and medical reporting requirements of the DMR or Department of Labour (DoL), as applicable. Furthermore, in terms of the mining charter scorecard, we report on HIV/Aids and tuberculosis (TB) programmes based at our clinics at our group operations. The prevalence of these diseases remained low at our South African operations. No cases of silicosis were reported in 2019, maintaining the trend of more than

10 years, and incidence remains extremely low in PPC. Robust recording standards for these conditions are still being implemented in certain operations outside South Africa.

PPC records both occupational and chronic diseases of employees and contractors, and recorded the following during the reporting period:

All occupational diseases are reported to the relevant regulatory authority. All our sites have clinics, with medical professionals responsible for case management of chronic diseases. Our malaria cases were recorded at either PPC Barnet, in the DRC, and CIMERWA, in Rwanda – both of which are situated in malaria areas. Both these operations have active malaria control programmes in place, and malaria cases are rigorously monitored to ensure the disease is properly managed.

Our safety performance

PPC values the health and safety of our employees and other stakeholders. We pride ourselves on the excellent health and safety management systems which are in place at all our operations. Pleasingly, we had no fatalities during this reporting period. We recorded 21 lost-time injuries during 2019 (2018: 19).

Scope of safety data

We use management control as the guiding principle to determine whether safety statistics are reported in PPC group figures or separately:

> Where PPC has a majority share in the business, it completes a financial consolidation and therefore has effective management control. Safety statistics are included in group data

> Where PPC does not consolidate the financials (does not have a majority shareholding) or have effective management control, statistics are reported separately

Under this definition we include the safety statistics of Inland Cement Blending (previously Safika) (91%), Pronto and 3Q (100%), and exclude those statistics of Habesha (38%), which is reported separately from PPC group.

PPC group safety statistics

Our statistics are based on a rolling 12-month period:

- > 2013 to 2015: previous financial years, i.e. October to September
- > 2016: 1 October 2015 to 31 March 2016
- > 2017: 1 April 2016 to 31 March 2017
- > 2018: 1 April 2017 to 31 March 2018
- > 2019: 12-month group actual: 1 April 2018 to 31 March 2019 (the current reporting period). Figures are not audited

	Target March 2020	Actual ⁽³⁾ March 2019	Actual ⁽³⁾ March 2018	Actual ⁽³⁾ March 2017	Actual ⁽³⁾ six months to March 2016	Actual ⁽³⁾ September 2016	Actual ⁽³⁾ September 2015
Fatalities	0	0	0	1	2	2	0
Fatality frequency rate (FFR) per 200 000 hours worked	0	0	0	0,01	0,05	0,02	0
Number of lost-time injuries	None set	21	19	31 ⁽²⁾	10	20	18
LTIFR per 200 000 hours worked (12-month window)	0,24	0,29	0,25	0,40	0,24	0,24	0,24
Days lost to lost-time injuries	None set	982	377	599	239	511	804
Significant administrative notices ⁽¹⁾ (number)	None set	10	2	4	3	6	4

⁽¹⁾ Section 54 (DMR – South Africa only).

⁽²⁾ 32 incidents resulted in 31 LTIs and one fatality.

⁽³⁾ Assurance scope includes all South African PPC sites, Pronto, Botswana and Zimbabwe.

OUR PEOPLE SUPPLEMENTARY REPORT

continued

Our group LTIFR and number of lost-time injuries increased slightly when compared with the previous reporting period. At our CIMERWA site in Rwanda, the number of injuries reduced significantly, with only one lost-time injury – prior to January 2019, CIMERWA almost had two years without any lost-time injuries. Disappointingly, the severity of the lost-time injuries increased significantly when compared to the previous year. Of the 21 lost-time injuries, 10 required that the injured employee be booked off for more than a month. The days lost include 111 days from a lost-time injury that occurred at our Botswana depot during the previous reporting period.

PPC continued to use its structured incident-analysis tool (SIAT) for the investigation of all significant incidents. Root causes are comprehensively assessed across people, the environment, equipment, tools, material, procedures and standards, and organisational factors. Action plans and lessons are shared to eliminate similar incidents group-wide.

Group statistics by region/operation

Number	12 months April to March 2019	12 months April to March 2018 ⁽³⁾	12 months to March 2017 ⁽³⁾	Six months to March 2016	12 months to September 2016
Total	21	19	32 ⁽²⁾	12 ⁽¹⁾	18
Operational lost-time injuries and fatalities	19	18	28	8	14
Project lost-time injuries	2	1	4	4	4
PPC employees injured	16	14	18	7	10
PPC contractors injured	5	5	14	5	8
Southern Africa operations' lost-time injuries	18	17	27	6	11
RoA lost-time injuries	3	2	5	6	7

⁽¹⁾ One fatality and 11 lost-time injuries.

⁽²⁾ One fatality and 31 lost-time injuries.

⁽³⁾ Assurance scope includes all South African PPC sites, Pronto, Botswana and Zimbabwe.

Direct comparisons between different reporting periods, as well as comparisons between new and established sites, do not necessarily point to developing trends. Of concern is the number of lost-time injuries occurring at our established sites. These injuries were addressed as part of our snakes and hazards programme, which is part of PPC Alive, and is designed to improve the identification of hazards, communication of control measures, and risk reduction.

Authority visits

PPC had 38 visits by authorities during 2019. There were zero notices from the DoL on health and safety issues.

	12 months to March 2019	12 months to March 2018	12 months to March 2017	Six months to March 2016	12 months to September 2015
Number of visits	38	28	34	13	28
Section 54 (SA – work stoppage)	10	2	4	3	4
Section 55 (SA – notice to rectify)	7	9	7	0	16
Other (non-SA)	0	0	0	0	2

General safety matters

PPC introduced the snakes and hazards programme two years ago. Our leaders, recognising their critical role in embedding health and safety at our operations, actively manage this programme at our operations. The snakes and hazards programme is aimed at improving the safety performance of our employees by using the characteristics of three snakes to identify hazards – hidden (puff adder), developing (python) and obvious (cobra). The programme has been rolled out at all PPC operations, except for Zimbabwe, where we plan on introducing the programme in the first quarter of the 2020 financial year.

PPC is active in Minerals Council of South Africa (MCSA) structures, previously the Chamber of Mines, which allows us to obtain information and add value on complying with various elements of the mining charter, as well as other regulatory requirements. The DMR published its safety performance results for 2018, which indicated that the mining industry recorded 81 fatalities (down 10% from 2017), and 2 350 injuries (down 12% from 2017). PPC's eight South African mining sites recorded 10 lost-time injuries.

Our South African manufacturing sites retained their OHSAS 18001 certifications. ISO 45001 was published in March 2018 and will ultimately replace OHSAS 18001. PPC has three years to complete the transition to the new ISO standard, should we decide to do so.

PPC has 12 active rail sidings, situated across 11 sites in South Africa, that are required to comply with the legal requirements of the RSR. The RSR recently promulgated new regulations, the Safety Permit Conformity Assessment Method (SPCAM). On 30 November 2018 we submitted our 2019 rail permit application, in accordance with the SPCAM, and the PPC South Africa Cement rail safety permit was issued during March 2019 with no conditions. The PPC Lime rail safety permit was issued during November 2018.

Outlook

PPC is committed to its group health and safety policy but is guided by in-country subtleties in the implementation thereof. Our overarching goal is to ensure the people working at our operations return home in a

healthy and safe manner every day, and by delivering on our strategy (expanding our operations, constructing and commissioning of both green- and brownfield projects, operating new sites and diversifying our portfolio) we take into account the varying safety and health risk profiles across these initiatives. It is imperative that robust safety and health systems are maintained and embedded throughout our operations.

Focus areas Why we do it

Our employees are critical to delivering on our strategy, and we are committed to caring for the health and safety of all the people working in our operations. We care about the well-being of all our people across the entire business and strive to create a working environment without threat to their health and safety.

How we do it

We lead from the top, and through mindful leadership we entrench a health and safety culture throughout the group. We invest in our people, thereby cultivating a fit-for-purpose workforce. By providing training and education we ensure that our employees are kept up to date with the latest health and safety protocols and resources available to manage their well-being.

We have invested in health and management safety systems at all our operations to care for the well-being of our people. Furthermore, safeguarding our physical environment – such as infrastructure, equipment, structures and tools – is imperative to creating a safe working environment. We ensure compliance to all in-country and international, where applicable, health and safety legislation.

What we do

PPC has an established health and safety system in place, which includes:

- > Risk assessments
- > Incident investigation based on the SIAT
- > Regular site inspections
- > Observation
- > Internal and external audits
- > Legal compliance audits
- > Reporting

We continue to adapt to an operating environment that is constantly changing – safety is not about the absence of something but rather the presence of positive and

proactive activities. As a result, PPC identified a number of initiatives for 2020 and beyond.

Leadership commitment

Our senior executives recognise the critical role of PPC's leadership in managing health and safety at our operations. Our leaders actively lead our snakes and hazards programme to ensure proper entrenchment thereof throughout our operations.

People engagement and empowerment

A key aspect of the snakes and hazards programme is empowering our teams to agree on risk reduction measures and subsequently implementing these in their work areas. PPC developed about 30 short videos detailing some of our previous lost-time injuries, which are used as training videos to assist with hazard identification and controls required to prevent the hazard from materialising. Using this three-pronged approach, we provide a starting point for proper discussion and engagement on hazards and mitigating actions.

We will continue to focus on ensuring the snakes and hazards programme is further rooted in the way we do business. Follow-up reviews, ongoing coaching and guidance from leadership is imperative for the success of this programme.

SHERQ systems improvement – Isometrix

Understanding that existing platforms no longer adequately met our requirements as a SHERQ management tool, we initiated a project to acquire a software tool to integrate all SHERQ systems. The project software, Isometrix, went live in March 2019. At the end of the year, training had been rolled out for all site system administrators and site super users who, in turn, will provide training to site users during the first semester of the 2020 financial year.

The software assists with integrating SHERQ systems, transparent health and safety reporting, real time access to information, increasing efficiency of inspections, observations, risk assessments, investigations, audits and incident report, sharing learning points, as well as tracking and closing out corrective and preventative health and safety actions.

continued

Document management

We implemented a new document management system, and our site system administrators are ensuring their sites conform to the requirements of the various ISO standards for certification purposes.

Engaging new subsidiaries

Pleasingly, the safety performance of our subsidiaries (Pronto, Safika and 3Q) greatly improved in 2019, and contributed two lost-time injuries to the group total of 21.

Commitment for current operations

The identified focus areas for improvement in our safety performance include:

- > Complete roll out of the snakes and hazards programme throughout the group
- > Providing specialised training and coaching to our health and safety representatives to add more value to the health and safety management on our sites
- > Provide training of front-line employees to lead health and safety in their operations based on the completed training material
- > Identify root causes of all incidents and sharing learning points through the 'So-what' incident-review process

Engaging international operations

Our snakes and hazards programme, adapted to include local in-country requirements, was successfully rolled out at all our operations. Pleasingly, PPC's international operations had a good safety performance in 2019, contributing only three lost-time injuries to the group total of 21.

Reinforcing project safety

Project safety marginally decreased during 2019 and contributed two lost-time injuries to the group total. However, our SK9 project was particularly impressive, as it last recorded a lost-time injury in June 2017 and operated for almost two years without any lost-time injuries.

