



Health and Safety Management Manual

“Simple, Non-negotiable Standards and Rules.”

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A. POLICY STATEMENT.

Black Mountain Standards shall be written in a clear, concise manner, communicated to all and applied accordingly. Where relevant, Standards shall be SPAGGED by an appropriate “vertical slice” from the organisational structure to ensure effective stakeholder involvement.

B. DOCUMENT PROPERTIES / METADATA.

Status:	<input type="checkbox"/> New Document	<input checked="" type="checkbox"/> Revision of Existing Document
Owner:	Safety Manager	
Author:	Cloete SE	
Date Last Revised:	2010/03/11	
Scope / Applies to:	All employees.	
Taxonomy / Library:	Compliance > Standards	
Communication:	Email / Daily Toolbox Talk / Joint SHE Committee	

C. DOCUMENTS REPEALED BY THIS DOCUMENT.

- **BM-SHE-MI-xx-012 Safety and Health Management Manual** and all previous Health and Safety or Safety Management Manuals.

D. OBJECTIVES.

The objectives of this document are to:

- support the realisation of the vision of “Zero Harm”;
- provide a framework for a risk-based approach to safety management;
- comply with the OHSAS 18001 standards, legal, regulatory and other health and safety requirements;
- declare health and safety management standards, put in place by the Company, which aims at minimizing any assessed or potential hazards, risks, injuries, health impairments, etc. which is associated with work performance;
- provide clear, auditable criteria against which health and safety management systems can be assessed;
- assign responsibilities for the implementation of such standards; and
- provide a basis from which to drive continual health and safety improvement.

1. POLICY.

1.1. POLICY, LEADERSHIP AND COMMITMENT.

- The safety and sustainable development policy ([POL 001 S&SD Policy](#)) shall be
 - compliant with relevant legislation and other requirements placed upon the Company or to which the Company subscribes;
 - annually reviewed by senior management in consultation with the Joint SHE Committee, to ensure that it remains relevant and appropriate to the health and safety risks;
 - printed on a different colour after each revision, of which there will be five rotating colours;
 - placed on all notice boards; and
 - communicated and available to all employees and other relevant role-players.
- Management shall
 - adopt the development implementation of health and safety systems, standards, procedures, etc. as a line function and be accountable therefor;
 - actively participate in the relevant Health and Safety initiatives;
 - make required resources (human, technical and financial) available to ensure the effective implementation of the HSMM (Health and Safety Management Manual);
 - ensure that organisational roles, positions and job functions have the requisite safety competencies and other requirements, such as PPE and experience, formally defined;
 - adopt formal processes that recognise, reinforce and reward desired health and safety outcomes;
 - review the HSMM as and when required (AAWR), provided that a revision is done at least bi-annually; and
 - conduct at least one VFL (“Visible Felt Leadership” / behavioural observation) per week and record and submit such interaction using the [BMF 019 VFL](#).
- The health and safety of employees shall at all times, and within reason, be considered of precedence over other key business priorities, including, but not limited to costs and production.
- Measures shall be taken to ensure that all employees, including visitors and contractors
 - understand the prerequisite to comply with legal and site-specific health and safety requirements and the consequences of non-compliance.
 - understand their responsibility to refuse to work / allow work to be undertaken or continued where conflict exist between health and safety and other business priorities.
- Role / job profiles shall include clear responsibilities and accountabilities with respect to health and safety, at all levels and functions within the Company. Where appropriate, such responsibilities and accountabilities shall be defined in performance contracts.

2. PLANNING.

2.1. RISK AND CHANGE MANAGEMENT.

- The company shall identify the hazards that are associated with its activities, processes, products or services; assess the risks involved; and implement suitable control measures.
- The risk shall be eliminated, or otherwise controlled and monitored, in accordance with the hierarchy of controls and legal requirements.
- Identified control measures shall be implemented in accordance with the assigned risk control priorities.
- Please refer to [BMS 087 Change Management](#), for the process of identifying and managing change that may impact on health and safety.
- Management and Supervisors shall ensure that
 - those areas where access controls are required are identified and that effective controls are implemented and maintained;
 - health and safety requirements are identified, evaluated and incorporated into all purchasing specifications for goods and services;
 - there are procedures to ensure that materials and substances are disposed of in a manner that minimises the risk of personal injury and illness;
 - there are documented procedures for the safe handling, transfer, transport and storage of hazardous substances and other materials;
 - plant and equipment is maintained and a record is kept which includes relevant details of inspections, maintenance, repair and alterations;
 - lockout and isolations standards and procedures are known to relevant employees and are diligently followed;
 - health and safety signage meet relevant standards and codes of practice, and are displayed in accordance with legal and organisational requirements;
 - individuals are supervised according to their capabilities and the degree of risk of the task;
 - all substances in containers and transfer systems (pipes, etc.) are identified and clearly labelled to avoid inadvertent or inappropriate use;
 - act appropriately on unsafe acts / conditions reported to them;
 - through consultation and involvement, establish and continually improve systems and processes for the ongoing identification of health and safety hazards and the assessment of risks;
 - conduct or have formal risk assessments conducted for all activities and installations under their control, handling those with the highest risk ranking first;
 - ensure that risks in their area of responsibility are mitigated ALARP (As Low As Reasonably Practicable) and that controls are reviewed periodically to ensure it remains appropriate to the nature and extent of the risks;
 - instruct their designated subordinates on safe work practices (SWPs) relevant to the work they do and keep record of such instruction;
 - conduct monthly planned inspections and, where applicable, assessments of compliance in their area of responsibility and keep record thereof; and
 - ensure that everyone in their area of responsibility completed onsite induction (see [BMF 021](#)).
- For more detail, please refer to the following Black Mountain Standards:

[BMS 087 Change Management](#) and [BMS 093 Hazard Identification & Risk Assessment](#).

2.2. LEGAL AND OTHER REQUIREMENTS.

- The Company shall
 - identify and monitor the content of all health and safety legislation, standards, codes of practice, agreements and guidelines relevant to its operation;
 - adopt “Acts Online” (www.acts.co.za) as the formal electronic database for access to Acts and Regulations. The Company shall forth ensure easy, recognisable access to the website “Acts Online” to all employees with access to the Internet;
 - receive and appropriately communicate regular legal updates from the government communication and information service (www.gcis.gov.za). These updates are provided daily and free of charge by the South African government;
 - develop and maintain a formal legal register, which shall be reviewed at least annually, of its key legal, regulatory and other requirements relevant to health and safety; and
 - satisfy legal requirements to undertake specific activities, perform work or operate equipment, including any
 - license;
 - certificate of competency;
 - notification;
 - registration;
 - approval, exemption and / or
 - other relevant requirements.
- All employees shall diligently comply with any legal and regulatory requirements that apply to them. (Please refer to [SS 0080 Health and Safety Legal Rights and Responsibilities](#).)
- The manager appointed under Regulation 3.1(A) of the MHSA shall, where required specifically by law and / or operational requirements appoint Line Management under the relevant Section(s) of the MHSA.
- Line management shall
 - inform employees of their legal rights and responsibilities;
 - diligently, where relevant, comply with the conditions of their legal appointment; and
 - ensure that changes to health and safety legislation, standards, codes of practice, agreements and guidelines generate a review of existing procedures.
- Where legal and regulatory requirements do not require an appropriate level of performance, all activities shall be conducted in a manner that is consistent with internationally recognised safety performance standards. In other words, the most stringent (strict) shall apply.

2.3. TARGETS, OBJECTIVES AND PERFORMANCE MANAGEMENT.

- Health and safety objectives and targets shall be consistent with the Company’s health and safety policy, documented and appropriate to the Company’s activities and consider:
 - legal requirements;
 - standards and codes;
 - health and safety hazards and risks;
 - available technologies;
 - agreements and guidelines;
 - operational requirements; and
 - the views of interested parties.

- The health and safety targets shall at all times be aligned with the vision of “**Zero Harm**”.
- Health and safety performance shall be included as key performance indicators (KPIs) in performance contracts, where such contracts are relevant. These KPIs must
 - be consistent with the Company’s targets and objectives;
 - include actions taken to prevent injury and illness; and
 - meet legislative obligations.
- Targets and objectives shall be determined and / or reviewed at the Company’s annual SHEC management review.

2.4 HEALTH AND SAFETY MANAGEMENT PLANS.

- Senior management shall develop a health and safety management plan that:
 - applies to all current or planned activities;
 - is based on an analysis of information relevant to the nature of the Company’s activities and processes;
 - takes identified hazards and health and safety management system failures into account;
 - aims to eliminate or reduce incidents;
 - defines priorities and sets timeframes;
 - allocates responsibility for achieving objectives and targets;
 - states how the plan will be monitored.
- Senior management shall review the health and safety plan quarterly.

3. IMPLEMENTATION & OPERATION.

3.1 STRUCTURE AND RESPONSIBILITY.

- Senior management shall ensure that
 - financial and physical resources have been identified, allocated and are periodically reviewed, to ensure the effective implementation of the Company’s health and safety plan(s);
 - there are sufficient, qualified and competent people to implement the health and safety plan;
 - health and safety representatives are afforded time and resources to fulfil their role.
- Senior and line management shall demonstrate an understanding of the Company’s legal obligations for health and safety.
- Where contractors are used, the health and safety responsibilities and accountabilities of the company and the contractor(s) shall be clearly defined, allocated and communicated within the Company and to the contractor(s) and their employees.
- The HOD: Safety and Sustainable Development shall be the custodian of the HSMM, ensuring that line management takes responsibility and is held accountable for the implementation of the HSMM (Health and Safety Management Manual).

3.2. TRAINING, AWARENESS AND COMPETENCE.

- The Talent Manager shall ensure that the specific requirements of tasks are identified and applied to the recruitment and placement of personnel.
- Human resources management shall establish and implement standards / procedures for identifying training needs (including any prescribed by legislation) for all employees, contractors, labour hire employees or visitors, where applicable.
- The Company shall have an induction programme for all employees, including management, which is based on their likely exposure, and provides relevant instruction in the Company's health and safety policy, standards and procedures.
- All employees shall
 - attend general induction annually;
 - obtain an accredited level one first aid certificate within their first year of employment, which shall be valid for three years and has to be renewed thereafter;
 - attend any required health and safety training;
 - be suitably competent and authorised to perform a task.
- General safety induction shall cover, at least S&SD policy; health and safety legal rights and responsibilities; safety golden rules; access to documents / information; safety signage; major hazards; emergency reporting / emergency telephone numbers; incident reporting; 2 minute risk assessment.
- Management and supervisors shall
 - train / instruct their designated subordinates in the relevant safe work practices (SWP's) and conduct assessments of compliance as per BMS 093 HIRA, as and when required;
 - make time available for abovementioned training;
 - attend appropriate training to ensure that they have the necessary skills to carry out supervisory responsibilities in terms of the law and company standards;
 - inform their designate subordinates of their legal health and safety rights and responsibilities (see [SS 0080](#));
 - ensure that there are appropriate, documented on-site induction processes within their sections that covers, inter alia, return from leave / other prolonged absence and or when roles change;
 - consider health and safety awareness, training and the competency of employees a priority.
- Owners of standards and procedures shall ensure that such documents are rolled out with the necessary training, where relevant.
- Training records for all employees shall be documented, accessible AAWR and maintained in a strictly controlled environment.

3.3. COMMUNICATION, CONSULTATION AND PARTICIPATION.

- Health and safety communication and consultation structures shall be as per “[AGR 001 Health and Safety Agreement](#)” entered into between the Company and the representative Trade Union *and* as required by the MHSA (Mine Health and Safety Act).
- Non-confidential health and safety information, including but not limited to safe work practices / procedures, statistics, policies, specifications, etc. shall be made available anyone to with a direct interest therein.
- Supervisors / line management shall consult with employees and / or their health and safety representatives regarding proposed changes to the work environment, processes or practices that could affect their health and safety.
- Supervisors shall discuss all health and safety related communication with their designated subordinates who don't have access to the Company's computer systems.
- All employees are entitled to and encouraged to participate in discussions / forums on health and safety.
- Management shall, with the approval process of relevant policies, standards, procedures, etc., that is developed directly in the interest of health and safety, apply the “**SPAG**” process and / or consult the Joint SHE committee on the content such documents.
- Certain administration and senior management personnel of business partner companies shall be granted access to the Company's computer / intranet systems, with prior approval of the HOD in whose Department such business partner resorts.
- Standardised health and safety signage shall be used throughout the Company, where applicable, and all employees shall be made aware of the meaning of such signage. [SS 0081 Health and Safety Signs](#) refer.
- All employees shall have access to a telephone in close proximity for *internal calls*. Out of the office environment, emergency telephone signs must be displayed where appropriate.
- Emergency telephone numbers shall be displayed at or close to the telephones in refuge bays, department secretaries, on notice boards and wherever else deemed necessary.
- The following Black Mountain Standards cover significant subject-specific communication in detail:
 - [BMS 024 Document Management and Control](#) on communication and consultation as it applies to new / updated documents;
 - [BMS 064 Contractor Management System](#) on health and safety related information to be made available / given to Contractors and or Business Partners;
 - [BMS 091 Incident Reporting and Investigation](#) on communication where incidents took place or have the potential to take place; and
 - [BMS 098 Medical Emergency Response](#) on communication in case of a medical emergency at the workplace or in town.

3.4. DOCUMENTATION AND CONTROL OF DOCUMENTS.

- The Company shall implement a document management system (DMS) for the control of documents. With the DMS
 - access to documents / information shall be controlled;
 - revision history is stored;
 - an electronic register of current and archived documents is kept; and
 - obsolete documents can be “unpublished” or archived in an archive folder with limited access.
- Health, safety and compliance related documents shall be stored on the abovementioned DMS, specifically in the “Compliance Library”.
- All signed hard copy documents in the “Compliance Library” shall be stored in a controlled environment and is obtainable, on duly motivated request, from the relevant DMS Administrator.
- Management shall
 - ensure that the [BMS 024 Document Management and Control](#) is strictly enforced in the areas of responsibility;
 - accept and / or delegate responsibility for the content of taxonomies under their control;
 - ensure that documents under their control remain current and that a revision is done as and when required;
 - where relevant, not sign documents that are not in the correct format / version; and
 - ensure that confidential records are kept and maintained securely.
- All employees shall
 - have access to health and safety information, be it electronically or on hard copy; and
 - adhere to the standards in [BMS 024 Document Management and Control](#) and related procedures;

3.5. OPERATIONAL CONTROL.

- Supervisors and management shall
 - ensure that planned maintenance is done as required in their area(s) of responsibility;
 - apply the principles of the Hierarchy of Control diligently in (hazardous) work planning and risk assessment;
 - conduct formal risk assessments in their designated area(s) of responsibility and communicate the outcome of such risk assessments to their designated sub-ordinates. Record of such risk assessment and communication shall be kept in the section’s safety folder;
 - conduct assessments of compliance (AoC) on tasks done by their designated sub-ordinates, such that there is at least one completed AoC per employee per annum and for a specific task on file;
 - develop planned inspection forms for their area(s) of responsibility and place such on the DMS. These planned inspections shall, unless otherwise required by law, be conducted at least once a month and completed inspection forms filed;
 - regularly coach their peers and subordinates on health and safety and record one such VFL interaction per week, using the [BMF 019 VFL](#) form and following the instructions thereon;

- ensure that working documents such as pre-use checklists, inspection checklists, SWPs, etc., under their direct control / ownership, are derived from risk assessments and not stand-alone (“non risk-based”) documents; and
- at all times give their full co-operation to Safety Officers in the execution of their duties.
- Safety Officers shall
 - over-inspect their areas of responsibility at intervals pre-determined by the CSO and as the MSHA prescribes; and
 - compile a written report of such over-inspections, where deviations shall be addressed, if not resolved, as soon as practicable by the responsible supervisor and / or manager.
- Deviations found when doing planned inspections, incident investigations, safety officers’ reports, audits, etc. shall be addressed by the responsible supervisor or manager, as soon as reasonably practicable. Follow-up visits shall be done by Safety Officers to verify the remedial actions of such deviations are in place.

3.6. EMERGENCY PREPAREDNESS AND RESPONSE.

- In addition to this section, please refer to [COP 002 Emergency Preparedness and Response](#), a mandatory code of practice on the subject.
- The Company shall
 - have at least one mine rescue team (proto team) readily available in case of emergencies;
 - ensure that members of such proto team are found competent to practice as a rescue team member;
 - have a fire fighting team on 24hr standby; and
 - have trained advanced life support paramedics on 24hr standby.
- Emergency first aid procedures shall be prominently displayed at high risk areas, such as the cyanide plant.
- Emergency and fire protection equipment, exit signs and alarm systems shall be inspected, tested and maintained at regular intervals, not exceeding 1 year.
- Emergency drills shall be conducted as per [COP 002](#).

3.7. CONTRACTOR AND PARTNER MANAGEMENT.

- Contract managers and SHE professionals shall strictly enforce the [BMS 064 Contractor Management System](#).
- All contractors / contractor employees shall adhere to the same policies, standards, procedures and principles where applicable and in addition to [BMS 064](#), as permanent employees of the Company.
- Contract owners / site supervisors shall conduct all supervisory / managerial functions in terms of health and safety, including, but not limited to doing planned inspections, VFL, assessments of compliance, etc., where applicable or appropriate.
- The Company’s management shall
 - ensure that there are documented and measurable standards pertaining to contractor and business partner (CBP) management;
 - by means of a written appointment, ensure that representatives from both the company and the CBP are aware of their specific responsibilities relating to the contracted works; and

- apply strict measures where the representative of the CBP and /or the Company wilfully neglected their responsibilities.
- The CBP shall be made aware of the abovementioned standards and forthcoming requirements, prior to commencement of any works for and on behalf of the Company.
- It shall be understood that the health and safety of CBP employees is a joint responsibility, shared between the Company and the CBP.
- The Company representative for contracted works shall be held directly responsible for the administrative compliance of CBPs in terms of health and safety standards.
- Both the representatives of the CBP and the Company shall be held responsible for workplace compliance in terms of health and safety as per their respective appointments under the MHSA.

4. CHECKING AND CORRECTIVE ACTION.

4.1. INCIDENT REPORTING AND INVESTIGATION.

- All incidents shall be reported and investigated as per [BMS 091 Incident Management](#). Notwithstanding the aforesaid the following shall be considered serious disciplinary offences:
 - failure to report incidents timeously;
 - concealing the severity of incidents; and
 - being dishonest in statements, hearings or investigations regarding incidents;
- For reporting / investigating incidents, contractor activity shall be considered under two headings:
 - **Controlled**, where the Company has set SHE standards and directly supervise and / or where an activity is within the boundaries of the mining area;
 - **Monitored**, where the Company can influence – e.g. through contract terms – but can not set standards or exercise direct supervision;
 - Referring to the above, incidents arising from “controlled” contractor activity shall be reported and investigated as per BMS 091 and affects the Company’s SHE performance statistics;
 - Incidents from “monitored” contractor activity should be investigated to learn from such incidents. These incidents, however, do not affect our SHE statistics;
 - Please refer to the [BMS 064 Contractor Management System](#) and [BMS 091 Incident Management](#) for more detail.
- The Company shall implement a system whereby statistics of, for example, trends as derived from Incident Reports and Investigations can be reported and appropriately utilised.
- Incident investigation close-out statistics shall be readily available to everyone.
- Incidents that has occurred or high potential incidents shall be shared with and discussed by everyone at the daily toolbox talk.
- Relevant health and safety systems shall be reviewed with every incident investigation.
- Senior management and / or supervisors shall
 - discuss incidents that has / could have occurred in their section or elsewhere on the previous shift at the daily toolbox talk;
 - inform their designated subordinates of the incident reporting standard an related procedures;
 - have undergone training in basic incident investigation methodology;
 - conduct a risk assessment before implementing corrective and preventative action from incident investigation, where deemed relevant;

- have the required resources to their disposal to implement such corrective and preventative actions from incident investigations as soon as possible; and
- specifically document and implement preventative measures to avoid repeat incidents in their respective sections.

4.2 HEALTH SURVEILLANCE.

- All employees shall
 - obtain a “red ticket” / certificate of fitness from the occupational medical practitioner (OMP) before being appointed and thereafter at intervals as determined by the OMP. The expiry / renewal of red tickets shall be managed using the (gate) access control system; and
 - do random alcohol and drug testing at regular intervals or if so required by the Company.

5. MONITORING, AUDITS AND REVIEW.

- SHE management systems shall be reviewed at the annual SHEC management review.
- Management reviews shall be documented and record thereof kept for at least two (2) years.
- Line management shall show active commitment and co-operation with monitoring practices, audits and review.
- Management shall
 - ensure that there are systems in place whereby SHE performance can be continually monitored and evaluated, based on accurate data from incident reports and investigations, audit findings, VFL's, etc; and
 - ensure prompt delivery on the requisite remedial actions from audits, inspections, etc.
- The internal audit system shall comply with the OHSAS 18001, ISO 14001 and legal and other requirements and be conducted as per BMS 092 Monitoring, Audits and Review.
- The Company shall implement and maintain an audit standard, that covers at least:
 - audit scope;
 - audit frequency;
 - audit methodologies;
 - auditor selection, independence, competencies and responsibilities;
 - input from employees; and
 - the reporting of results.
- Scheduled audits shall be conducted to determine whether the health and safety management systems
 - comply with planned arrangements;
 - have been properly implemented and maintained; and
 - are effectively implemented across the operation.
- Deficiencies highlighted by audits shall be prioritised and progress monitored to ensure corrective action is implemented.

E. RESPONSIBILITIES.

- The designated owner shall implement and maintain this document.
- Department heads shall ensure that this standard is applied with due diligence.
- Deviations from this standard shall be effected via the “[BMF 017 Deviations from Standard](#)” form.
- Should additional precautions, due to special circumstances unique to that department / section, over-and-above the requirements of the standard be necessary, then the Department Head shall ensure that, in consultation with the relevant specialists, such requirements are specified in writing, conveyed over to the end users and recorded as such.

F. LINKS TO APPENDICES AND SUPPORTING DOCUMENTATION.

- AGR 001 Health and Safety Agreement.
- COP 002 Emergency Preparedness and Response.
- BMS 024 Document Management and Control.
- BMS 064 Contractor Management System.
- BMS 087 Change Management.
- BMS 091 Incident Management.
- BMS 092 Monitoring, Audits and Review.
- BMS 093 Hazard Identification and Risk Management.
- BMS 098 Medical Emergency Response.
- POL 003 S&SD Policy.

G. DEFINITIONS AND ABBREVIATIONS.

ABBREVIATION / WORD / PHRASE	DEFINITION
ALARP	As low as reasonably practicable.
Audit	A systematic and documented review of the effectiveness of implementation of processes, programmes and procedures based on general process criteria set by the Company.
BMS	Black Mountain Standard.
CMS	Contractor Management System.
Contractor and Business Partner or CBP	An individual, company or other legal entity that carries out work or performs services pursuant to a contract for service. This includes subcontractors.
Controlled Activities	Contractor activities where the Company can set SHE standards and directly supervise and reinforce their application.
Corrective Action	An action taken to eliminate the cause of a detected non-conformity or other undesirable situation.
CSO	Chief Safety Officer.
DMS	Document Management System.
Hazard	A source, situation or act with a potential for harm in terms of human injury or ill health.

Hierarchy of Controls	A series of controls which should be applied in the following order (a number of options may be considered and applied individually or in combination): 1. Eliminate – the complete elimination of the hazard. 2. Substitute – replacing the material or process with a less hazardous one. 3. Re-design – re-designing the equipment or work process. 4. Separate – isolating the hazard by guarding or enclosing it. 5. Administrative – providing controls such as training, procedures, etc. 6. PPE – using properly fitted PPE where other controls are not practicable.
HOD	Head of Department.
Incident	Work-related events or emergencies (including accidents which gives rise to injury, ill health or fatality) that have resulted in, or have the potential to result in (i.e. near hit), adverse consequences to people, the environment, property, reputation or a combination of these. Significant deviations from standard operating procedures are also classified as incidents. Ongoing conditions that have the potential to result in adverse consequences are considered to be incidents.
ISO	International Standards Organisation.
Likelihood	A description of probability or frequency in relation to the chance that something will occur.
Managed Activities	Contractor activities where the Company can influence (e.g. through contract terms) but cannot set standards, exercise direct supervision or reinforce application.
Mandatory	A compulsory requirement.
MHSA	Mine Health and Safety Act.
OHSA	Occupational Health and Safety Act.
OHSAS	Occupational Health and Safety Assessment Standards.
Policy	A statement by the Company of its intentions and principles in relation to its overall performance.
Risk	A combination of the likelihood of an occurrence of a hazardous event or exposure and the severity of injury or ill health that may be caused by the event or exposure.
S&SD	Safety and Sustainable Development.
SPAG	Standard / Procedure Advisory Group involving a 'vertical slice' of the workforce.
SWP	Safe Work Practice or Standard Work Procedure.
the Company	Black Mountain Mining (Pty) Ltd.
VFL	Visible Felt Leadership (a term describing the process of management regularly visiting the workplace and engaging with people to address safety issues.
SHE	Safety, Health and Environmental.

H. PROPOSAL, APPROVAL AND SANCTION.

Owner: ORIGINAL SIGNED

JE Raymond
Safety Manager

Approved: ORIGINAL SIGNED

NR Williams
HOD: S&SD

Sanctioned: ORIGINAL SIGNED

ORM Meijer
General Manager

2010-06-02

Date