

Chrome Dinner 2026 Safety Award Nomination.

GLENCORE FERROALLOYS CHROME MINING AND SMELTING DIVISIONS.

From Tragedy to Transformation: Sustaining Fatality-Free Mining through Leadership, Learning and Action.

Glencore Ferroalloys proudly nominates its Chrome Mining and Smelting Divisions for the Chrome Dinner 2026 Safety Award in recognition of a safety transformation journey that has strengthened leadership accountability, contractor management, workplace supervision and critical risk management across our ferrochrome business.

At the heart of this achievement lies the performance of our **Chrome Mining Division**, comprising **Helena, Thorncliffe, Magareng, Kroondal, Rietvlei and UG2 Operations**, which has operated **without a recordable fatality since October 2020**. Maintaining a fatality-free performance over this period required unwavering leadership commitment, continuous learning, disciplined execution of work, and a relentless focus on critical risk management across both underground and surface mining activities.

Following the tragic loss of three contractor colleagues within the ferroalloys smelting business between August 2023 and January 2024, Glencore Ferroalloys undertook a comprehensive review of its approach. Rather than treating these incidents as isolated events, the organisation challenged itself to fundamentally strengthen how safety is led, managed and embedded throughout the business.

This led to the implementation of the Alloys Safety Turnaround Plan, built around four critical pillars:

- Safety Culture
- Effective Supervision
- Contractor Management
- Work Planning and Control

These pillars remain the foundation of our safety strategy today.

The programme focused on strengthening frontline supervision, increasing leadership visibility in the workplace, improving contractor governance, enhancing critical control verification, simplifying risk management tools and ensuring that work is only executed when adequately planned, risk-assessed and supervised. Today, the Safety Turnaround Plan is fully embedded within our operating model and supported through a structured **Visible Felt Leadership (VFL)** framework. Leaders at every level actively engage in workplace inspections, planned task observations, critical control verifications, compliance audits and direct interaction with employees and business partners.

Most importantly, incident investigations are used as opportunities for organisational learning. Every significant event is reviewed against the four pillars to identify improvement opportunities and strengthen our critical controls, ensuring that lessons learned translate into sustainable operational improvements.

Mining Division: Sustaining Fatality-Free Performance.

The Glencore Ferroalloys Chrome Mining Division continues to demonstrate that a strong focus on leading indicators creates the foundation for sustainable safety performance.

A deliberate emphasis on proactive risk management, combined with enhanced supervisor and management visibility in the workplace, has strengthened hazard identification, critical control management and employee engagement.

This approach has resulted in measurable improvements despite ongoing operational exposure within complex mining environments.

Indicator	2024	2025	2026 YTD
TRIFR	2.42	2.29	1.72
LTIFR	0.94	1.64	0.66
LTIs	12	23	5
HPRI	10	7	4
Fatalities	0	0	0
Injury Severity Rate	56	90	133
Total Recordable Injuries	31	32	13

- Over five consecutive years without a recordable fatality since October 2020.
- TRIFR improved from 2.42 in 2024 to 1.72 in 2026 YTD, representing a 29% improvement.
- High Potential Risk Incidents were reduced by 60%, from 10 to 4.
- LTIFR improved from 1.64 in 2025 to 0.66 in 2026 YTD.
- Continued strengthening of leadership engagement through workplace interactions, critical control verifications and planned task observations.

These results reflect a mining business that has remained operational while continuously improving its ability to identify, manage and control risk before incidents occur.

Smelting Division: Demonstrating the Power of Transformation

The Chrome Smelting Division's performance demonstrates the positive impact of the Safety Turnaround Plan.

Following a fatal incident in 2024, the division implemented focused interventions aligned to the four safety pillars and achieved significant improvements:

Indicator	2024	2025	2026 YTD
TRIFR	2.19	0.90	0.63
LTIFR	0.67	0.39	0.63
LTIs	7	3	2
HPRI	49	15	5
Fatalities	1	0	0
Injury Severity Rate	73	31	24
Total Recordable Injuries	23	7	2

- Zero fatalities in both 2025 and 2026 YTD.
- Total Recordable Injuries reduced from 23 in 2024 to 2 in 2026 YTD.
- High Potential Risk Incidents were reduced from 49 to 5, a 90% improvement.
- Lost Time Injuries reduced from 7 to 2.
- Injury Severity Rate reduced from 73 to 24.
- TRIFR improved from 2.19 to 0.63.

These achievements are particularly noteworthy given that smelting operations entered care and maintenance during 2026, requiring safety discipline and risk management to remain central to operational activities.

Creating a Culture where Safety Belongs to Everyone.

Beyond the statistics, our greatest achievement has been our cultural transformation.

Today, more than half of Stop Work interventions are initiated between peers, demonstrating a workforce that is empowered to intervene when unsafe conditions or behaviours are observed. Employees and contractors increasingly take ownership of risk management and understand that safety is not the responsibility of management alone, but of every individual.

Our High-Risk Work verification process further reinforces this culture by ensuring that critical work activities are appropriately planned, risk-assessed and verified before execution.

At the centre of our approach is a simple belief: The person closest to the task is the most important risk manager in the business.

Our responsibility as leaders is to equip that individual with the knowledge, tools, support and confidence to identify hazards, verify controls, stop unsafe work and make safe decisions every day.

Why Glencore Ferroalloys Deserves This Award.

This nomination is not merely about improved performance indicators.

It is about an organisation that responded to tragedy with honesty, humility and action.

Recognising a Mining Division that has sustained a recordable-fatality-free journey since October 2020 while continuing to operate in inherently high-risk environments.

Recognising the Smelting Division for transforming its performance through focused leadership and disciplined execution.

It is about a business that continues to learn, improve and challenge itself every day in pursuit of its ultimate goal: ensuring that every employee and business partner returns home safely.

Glencore Ferroalloys' journey demonstrates resilience, accountability and an unwavering commitment to protecting lives through leadership, learning and action.

Glencore Ferroalloys Chrome Mining and Smelting Divisions.

"From tragedy to transformation.
From compliance to commitment.
From risk to resilience."

