

# The Chrome Dinner



# Chrome Dinner Awards 2026 – Safety Award Nomination

Tharisa Minerals – Tharisa Mine, Marikana

## Nomination Category

### Safety Award

*For outstanding safety and health at operations and/or safety and health programmes, including management of subcontractors.*

## Tharisa Mine – Three Years LTI-Free: Demonstrating that Safety and Production Can Thrive Together

### Executive Summary

Tharisa Minerals proudly nominates Tharisa Mine's Mining Section for the 2026 Chrome Dinner Safety Award in recognition of an exceptional safety milestone: **three consecutive years** without a **Lost Time Injury** across Mining, Engineering, Technical Services and Business Partners.

This milestone is more than an impressive statistic. It demonstrates a mature safety culture embedded into daily work, reflected in operational decisions, and actively owned by employees, contractors, supervisors and leaders alike.

Over this period, the Mining Section delivered exceptional operational performance while sustaining zero Lost Time Injuries, demonstrating that disciplined safety leadership and operational excellence are mutually reinforcing in a complex, high-risk mining environment.

### The Challenge

Mining remains one of the most demanding and high-risk industries in the world. At Tharisa Mine, this challenge is amplified by the scale and complexity of daily activities, including heavy mining equipment operations, drilling, waste movement, construction, engineering maintenance and contractor management.

Achieving and sustaining a zero-harm environment in such a dynamic operational setting requires visible leadership, consistent standards, disciplined contractor management, continuous workforce engagement and a safety culture in which every person understands their responsibility to act.

- Strong leadership commitment.
- Consistent safety standards across all disciplines.
- Effective management of contractors and business partners.
- Continuous employee engagement and training.
- A culture where every individual takes responsibility for safety.

Tharisa set out to create a workplace where safety is not simply a compliance requirement but a way of life.

### Building a Culture of Safety Excellence

At the heart of Tharisa's success is a deeply embedded safety culture founded on a single principle:

**"There is only one way – and that is the SAFE WAY."**

This philosophy has guided every operational decision and behaviour across the Mining Section.

Key contributors to the achievement include:

#### Leadership Commitment

Leaders at every level consistently demonstrate visible commitment to safety through engagement, accountability, and leading by example.

#### Employee Ownership

Employees were empowered to identify hazards, intervene when unsafe conditions were observed, and participate actively in creating safer workplaces.

## Contractor and Business Partner Integration

Safety standards were applied consistently across all contractors and business partners, ensuring that everyone working on site adhered to the same high expectations and operating procedures.

## Continuous Learning and Improvement

Feedback, challenges, lessons learned, and constructive criticism were embraced as opportunities for improvement, helping strengthen the safety culture over time.

## Collective Responsibility

Every team member understood that maintaining a safe workplace is a shared responsibility, requiring vigilance, discipline and commitment from all.

## Outstanding Results

The achievement of **three years LTI-Free** is extraordinary in its own right. However, what makes this accomplishment truly exceptional is that it was achieved while maintaining high levels of operational productivity and growth.

During the same period, the Mining Section delivered:

- **Delivered 120 million tonnes of waste material**, demonstrating disciplined execution of large-scale mining activities under sustained zero-harm expectations.
- **Delivered 14 million tonnes of ore to concentrator stocks**, supporting consistent production performance while maintaining an uncompromising focus on safety.
- **Constructed 16 million BCM of Tailings Storage Facility capacity**, reflecting safe execution of critical infrastructure development within a complex operational environment.
- **Drilled 9.4 million metres of shotholes**, evidencing safe, controlled and consistent performance across high-risk drilling activities.
- **Successfully onboarded approximately 800 new employees**, embedding Tharisa's safety culture from the outset and strengthening workforce readiness.
- **Achieved zero Lost Time Injuries for three consecutive years**, confirming that exceptional production outcomes can be delivered without compromising the wellbeing of employees, contractors or business partners.

These figures demonstrate that safety has been successfully integrated into every aspect of the operation, enabling sustainable production without compromising employee wellbeing.

## Innovation Through Culture

Tharisa's greatest innovation has been the deliberate development of a culture in which safety is not treated as a parallel requirement, but as the foundation for reliable performance.

The operation has proven that:

- Safe behaviours create operational consistency.
- Strong leadership builds trust and accountability.
- Contractor management can be successfully integrated into a unified safety culture.
- Employee engagement is critical to achieving sustainable safety performance.
- Production targets can be achieved without sacrificing safety standards.

This achievement challenges the outdated perception that productivity and safety operate in opposition to one another.

## Industry Impact and Significance

This three-year LTI-Free milestone positions Tharisa Mine as a strong benchmark for safety excellence within the chrome and broader mining industry, demonstrating that sustained zero-harm performance is achievable even in large-scale, high-risk operating environments.

It demonstrates that:

- Zero harm is achievable.
- Safety excellence can be sustained over multiple years.
- Large-scale mining operations can maintain exceptional safety performance while delivering substantial production outputs.
- A shared culture of responsibility can transform organisational performance.

This achievement provides a practical example for the broader South African mining sector, showing that safety excellence can be sustained through leadership commitment, workforce ownership and disciplined execution across employees, contractors and business partners.

# Why Tharisa Deserves the Chrome Dinner Safety Award

Tharisa Mine's Mining Section has achieved what many operations aspire to but few sustain: **three consecutive years without a Lost Time Injury while delivering significant operational results** in a demanding mining environment.

This accomplishment reflects exceptional safety leadership, strong employee engagement and accountability, effective contractor and business partner management, sustainable operational excellence, a deeply embedded zero-harm culture, and clear proof that safety and productivity can succeed together.

The achievement is not the result of a single programme or initiative. It is the outcome of thousands of safe decisions made every day by dedicated employees, contractors, supervisors and leaders who believe that everyone deserves to go home safely.

## Closing Statement

Three years LTI-Free is more than a milestone. It is compelling evidence of an operation that has aligned leadership, discipline and collective responsibility around one shared purpose: ensuring that every person goes home safely every day while the business continues to perform with excellence.

Through commitment, discipline, courage and collective responsibility, Tharisa Mine has created a workplace where safety is more than a requirement; it is the foundation of sustained operational success.

As the operation continues its journey toward even greater achievements, this milestone stands as clear evidence that outstanding safety performance is not a one-time result, but a sustained way of operating. At Tharisa Mine, there is indeed only one way:

### THE SAFE WAY.

Tharisa Minerals | Tharisa Mine, Marikana | Chrome Dinner Awards 2026

Safety Award Nominee

THREE YEARS LTI-FREE

Proving that world-class safety and high-performance mining can advance together.

|                                                                                                                                                  |                                                                                                                |                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| <b>SAFETY MILESTONE</b><br><br><b>3 YEARS</b><br><br>Lost Time Injury-Free across Mining, Engineering, Technical Services and Business Partners. | <b>PEOPLE ENABLED</b><br><br><b>800</b><br><br>New employees safely onboarded into a shared zero-harm culture. | <b>ONE STANDARD</b><br><br><b>ZERO HARM</b><br><br>Employees, contractors and business partners aligned to the same safety expectation. |
|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|

### PROOF OF SAFETY EXCELLENCE

|                                                                                                                                                                                                                      |                                   |                                          |                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|------------------------------------------|-----------------------------------------------|
| <b>120M t</b><br><br>Waste moved safely                                                                                                                                                                              | <b>14M t</b><br><br>Ore delivered | <b>16M BCM</b><br><br>TSF capacity built | <b>9.4M m</b><br><br>Shotholes drilled safely |
| Delivered across high-risk mining, drilling, construction and contractor activities while sustaining three consecutive years without a Lost Time Injury — proof that safe production is embedded in daily execution. |                                   |                                          |                                               |

**KEY CONTRIBUTORS BEHIND THE THREE-YEAR LTI-FREE MILESTONE**

|                                                                                     |                                                                              |                                                                                                       |                                                                                                         |
|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| <b>LEADERSHIP</b><br><br>Visible commitment and accountability for safe production. | <b>EMPLOYEES</b><br><br>Daily ownership, safe choices and peer intervention. | <b>CONTRACTORS &amp; PARTNERS</b><br><br>Alignment to one safety standard across all site activities. | <b>TECHNICAL &amp; SUPPORT</b><br><br>Planning, engineering and support enabling disciplined execution. |
|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|

**There is only one way — and that is the SAFE WAY.**