

Anglo American Integrated Risk Management
Risk Rating Matrix Guideline
Anglo American plc Risk Matrix

ANGLO AMERICAN PLC RISK MATRIX		CONSEQUENCE				
Consequence Type		1 - Insignificant	2 - Minor	3 - Moderate	4 - High	5 - Major
Financial	No disruption to operation / Confidential	Brief disruption to operation / Confidential	Partial shutdown of operation / Confidential	Partial loss of operation / Confidential	Substantial or total loss of operation / Confidential	
Safety	First aid case	Medical treatment case	Lost time injury	Permanent disability or single fatality	Numerous permanent disabilities or multiple fatalities	
Occupational Health	Exposure to health hazard resulting in temporary discomfort	Exposure to health hazard resulting in symptoms requiring medical intervention and full recovery (no lost time)	Exposure to health hazards/ agents (over the OEL) resulting in reversible impact on health (with lost time) or permanent change with no disability or loss of quality of life	Exposure to health hazards/ agents (significantly over the OEL) resulting in irreversible impact on health with loss of quality of life or single fatality	Exposure to health hazards/ agents (significantly over the OEL) resulting in irreversible impact on health with loss of quality of life of a numerous group/population or multiple fatalities	
Environment	The size/scale of the impact is insignificant relative to the receiving environment which has insignificant sensitivity to the impact; Containment, remediation and/or clean-up of the impact is quick and easy.	The size/scale of the impact is minor relative to the receiving environment which has minor sensitivity to the impact; Containment, remediation and/or clean-up requires minor intervention and time	The size/scale of the impact is moderate relative to the receiving environment which has moderate sensitivity to the impact; Containment, remediation and/or clean-up requires moderate intervention and time	The size/scale of the impact is high relative to the receiving environment which has high sensitivity to the impact; Containment, remediation and/or clean-up requires high intervention and time	The size/scale of the impact is major relative to the receiving environment which has major sensitivity to the impact; Containment, remediation and/or clean-up requires major intervention and impacts may be irreversible.	
Legal & Regulatory	Technical non-compliance. No warning received; no regulatory reporting required	Breach of regulatory requirements; report/involvement of authority. Attracts administrative fine	Minor breach of law; report/investigation by authority. Attracts compensation/ penalties/ enforcement action	Breach of the law; may attract criminal prosecution, penalties/ enforcement action. Individual licence temporarily revoked	Significant breach of the law. Individual or company law suits; permit to operate substantially modified or withdrawn	
Social / Communities	Minor disturbance of culture/ social structures	Some impacts on local population, mostly repairable. Single stakeholder complaint in reporting period	On going social issues. Isolated complaints from community members/ stakeholders	Significant social impacts. Organized community protests threatening continuity of operations	Major widespread social impacts. Community reaction affecting business continuity. "License to operate" under jeopardy	
Reputation	Minor impact; awareness/ concern from specific individuals	Limited impact; concern/ complaints from certain groups/ organizations (e.g. NGOs)period	Local impact; public concern/ adverse publicity localised within neighbouring communities	Suspected reputational damage; local/ regional public concern and reactions	Noticeable reputational damage; national/ international public attention and repercussions	
Consequence Type		1 - Insignificant	2 - Minor	3 - Moderate	4 - High	5 - Major
LIKELIHOOD		RISK RATING				
5 - Almost Certain 1 year	The unwanted event has occurred frequently; occurs in order of one or more times per year & is likely to reoccur within 1 year *	11 (Medium)	16 (Significant)	20 (Significant)	23 (High)	25 (High)
4 - Likely 3 years	The unwanted event has occurred infrequently; occurs in order of less than once per year & is likely to reoccur within 3 years *	7 (Medium)	12 (Medium)	17 (Significant)	21 (High)	24 (High)
3 - Possible 10 years	The unwanted event has happened at some time; or could happen within 10 years*	4 (Low)	8 (Medium)	13 (Significant)	18 (Significant)	22 (High)
2 - Unlikely 30 years	The unwanted event has happened at some time; or could happen within 30 years *	2 (Low)	5 (Low)	9 (Medium)	14 (Significant)	19 (Significant)
1 - Rare >30 years	The unwanted event has never been known to occur; or it is highly unlikely that it will occur within 30 years *	1 (Low)	3 (Low)	6 (Medium)	10 (Medium)	15 (Significant)

* The unwanted event can refer to events that have occurred in Anglo American's business, the mining industry or other sectors

Risk Rating	Risk Level	Guidelines for Risk Matrix
21 to 25	High	A high risk exists that management's objectives may not be achieved. Appropriate mitigation strategy to be devised immediately.
13 to 20	Significant	A significant risk exists that management's objectives may not be achieved. Appropriate mitigation strategy to be devised as soon as possible.
6 to 12	Medium	A moderate risk exists that management's objectives may not be achieved. Appropriate mitigation strategy to be devised as part of the normal management process.
1 to 5	Low	A low risk exists that management's objectives may not be achieved. Monitor risk, no further mitigation required.

**Anglo American Integrated Risk Management
Risk Rating Matrix Guideline
Business Unit Risk Matrix**

BUSINESS UNIT RISK MATRIX		CONSEQUENCE				
Consequence Type		1 - Insignificant	2 - Minor	3 - Moderate	4 - High	5 - Major
Financial	No disruption to operation / Less than 1% loss of budgeted operating profit and listed assets	Brief disruption to operation / 1 % to less than 3% loss of budgeted operating profit and listed assets	Partial shutdown of operation / 3 % to less than 10% loss of budgeted operating profit and listed assets	Partial loss of operation / 10% to less than 30% loss of budgeted operating profit and listed assets	Substantial or total loss of operation / 30% or higher loss of budgeted operating profit and listed assets	
Safety	First aid case	Medical treatment case	Lost time injury	Permanent disability or single fatality	Numerous permanent disabilities or multiple fatalities	
Occupational Health	Exposure to health hazard resulting in temporary discomfort	Exposure to health hazard resulting in symptoms requiring medical intervention and full recovery (no lost time)	Exposure to health hazards/ agents (over the OEL) resulting in reversible impact on health (with lost time) or permanent change with no disability or loss of quality of life	Exposure to health hazards/ agents (significantly over the OEL) resulting in irreversible impact on health with loss of quality of life or single fatality	Exposure to health hazards/ agents (significantly over the OEL) resulting in irreversible impact on health with loss of quality of life of a numerous group/population or multiple fatalities	
Environment	The size/scale of the impact is insignificant relative to the receiving environment which has insignificant sensitivity to the impact; Containment, remediation and/or clean-up of the impact is quick and easy.	The size/scale of the impact is minor relative to the receiving environment which has minor sensitivity to the impact; Containment, remediation and/or clean-up requires minor intervention and time	The size/scale of the impact is moderate relative to the receiving environment which has moderate sensitivity to the impact; Containment, remediation and/or clean-up requires moderate intervention and time	The size/scale of the impact is high relative to the receiving environment which has high sensitivity to the impact; Containment, remediation and/or clean-up requires high intervention and time	The size/scale of the impact is major relative to the receiving environment which has major sensitivity to the impact; Containment, remediation and/or clean-up requires major intervention and impacts may be irreversible.	
Legal & Regulatory	Technical non-compliance. No warning received; no regulatory reporting required	Breach of regulatory requirements; report/involvement of authority. Attracts administrative fine	Minor breach of law; report/investigation by authority. Attracts compensation/ penalties/ enforcement action	Breach of the law; may attract criminal prosecution, penalties/ enforcement action. Individual licence temporarily revoked	Significant breach of the law. Individual or company law suits; permit to operate substantially modified or withdrawn	
Social / Communities	Minor disturbance of culture/ social structures	Some impacts on local population, mostly repairable. Single stakeholder complaint in reporting period	On going social issues. Isolated complaints from community members/ stakeholders	Significant social impacts. Organized community protests threatening continuity of operations	Major widespread social impacts. Community reaction affecting business continuity. "License to operate" under jeopardy	
Reputation	Minor impact; awareness/ concern from specific individuals	Limited impact; concern/ complaints from certain groups/ organizations (e.g. NGOs)period	Local impact; public concern/ adverse publicity localised within neighbouring communities	Suspected reputational damage; local/ regional public concern and reactions	Noticeable reputational damage; national/ international public attention and repercussions	
Consequence Type		1 - Insignificant	2 - Minor	3 - Moderate	4 - High	5 - Major
LIKELIHOOD		RISK RATING				
5 - Almost Certain 1 year	The unwanted event has occurred frequently; occurs in order of one or more times per year & is likely to reoccur within 1 year *	11 (Medium)	16 (Significant)	20 (Significant)	23 (High)	25 (High)
4 - Likely 3 years	The unwanted event has occurred infrequently; occurs in order of less than once per year & is likely to reoccur within 3 years *	7 (Medium)	12 (Medium)	17 (Significant)	21 (High)	24 (High)
3 - Possible 10 years	The unwanted event has happened at some time; or could happen within 10 years*	4 (Low)	8 (Medium)	13 (Significant)	18 (Significant)	22 (High)
2 - Unlikely 30 years	The unwanted event has happened at some time; or could happen within 30 years *	2 (Low)	5 (Low)	9 (Medium)	14 (Significant)	19 (Significant)
1 - Rare >30 years	The unwanted event has never been known to occur; or it is highly unlikely that it will occur within 30 years *	1 (Low)	3 (Low)	6 (Medium)	10 (Medium)	15 (Significant)

* The unwanted event can refer to events that have occurred in Anglo American's business, the mining industry or other sectors

Risk Rating	Risk Level	Guidelines for Risk Matrix
21 to 25	High	A high risk exists that management's objectives may not be achieved. Appropriate mitigation strategy to be devised immediately.
13 to 20	Significant	A significant risk exists that management's objectives may not be achieved. Appropriate mitigation strategy to be devised as soon as possible.
6 to 12	Medium	A moderate risk exists that management's objectives may not be achieved. Appropriate mitigation strategy to be devised as part of the normal management process.
1 to 5	Low	A low risk exists that management's objectives may not be achieved. Monitor risk, no further mitigation required.

**Anglo American Integrated Risk Management
Risk Rating Matrix Guideline
Capital Projects Risk Matrix**

Note that project absolute values to be defined for Schedule, Cost, and Revenue values and approved by the Project Steering Committee (use percentages as guidance)

CAPITAL PROJECTS RISK MATRIX		CONSEQUENCE				
Consequence Type		1 - Insignificant	2 - Minor	3 - Moderate	4 - High	5 - Major
Schedule	Less than 1% impact on overall project timeline	May result in overall project timeline overrun equal to or more than 1% and less than 3%	May result in overall project timeline overrun of equal to or more than 3% and less than 10%	May result in overall project timeline overrun of equal to or more than 10% and less than 30%	May result in overall project timeline overrun of 30% or more	
Cost	Less than 1% impact on the overall budget of the project	May result in overall project budget overrun equal to or more than 1% and less than 3%	May result in overall project budget overrun of equal to or more than 3% and less than 10%	May result in overall project budget overrun of equal to or more than 10% and less than 30%	May result in overall project budget overrun of 30% or more	
Quality and Technical Integrity	No significant impact on quality of deliverables or effect on production	Quality issues that can be addressed prior to handover or could affect production by more than 1% and less than 3%	Quality issues that can be addressed during ramp-up or could affect production by more than 3% and less than 10%	Quality issues that require significant intervention to maintain performance or could affect production by more than 10% and less than 30%	Quality issues that require significant intervention to achieve performance or could affect production by 30% or more	
Safety	First aid case	Medical treatment case	Lost time injury	Permanent disability or single fatality	Numerous permanent disabilities or multiple fatalities	
Occupational Health	Exposure to health hazard resulting in temporary discomfort	Exposure to health hazard resulting in symptoms requiring medical intervention and full recovery (no lost time)	Exposure to health hazards/ agents (over the OEL) resulting in reversible impact on health (with lost time) or permanent change with no disability or loss of quality of life	Exposure to health hazards/ agents (significantly over the OEL) resulting in irreversible impact on health with loss of quality of life or single fatality	Exposure to health hazards/ agents (significantly over the OEL) resulting in irreversible impact on health with loss of quality of life of a numerous group/population or multiple fatalities	
Environment	Lasting days or less; affecting small area (metres); receiving environment highly altered with no sensitive habitats and no biodiversity value (e.g. urban / industrial areas).	Lasting weeks; affecting limited area (hundreds of metres); receiving environment altered with little natural habitat and low biodiversity value	Lasting months; affected extended area (kilometres); receiving environment comprising largely natural habitat and moderate biodiversity value	Lasting years; affecting area on sub-basin scale; receiving environment classified as having sensitive natural habitat with high biodiversity value	Permanent impact; affecting area on a whole basin or regional scale; receiving environment classified as highly sensitive natural habitat with very high biodiversity value	
Legal & Regulatory	Technical non-compliance. No warning received; no regulatory reporting required	Breach of regulatory requirements; report/involvement of authority. Attracts administrative fine	Minor breach of law; report/investigation by authority. Attracts compensation/ penalties/ enforcement action	Breach of the law; may attract criminal prosecution, penalties/ enforcement action. Individual licence temporarily revoked	Significant breach of the law. Individual or company law suits; permit to operate substantially modified or withdrawn	
Social / Communities	Minor disturbance of culture/ social structures	Some impacts on local population, mostly repairable. Single stakeholder complaint in reporting period	On going social issues. Isolated complaints from community members/ stakeholders	Significant social impacts. Organized community protests threatening continuity of operations	Major widespread social impacts. Community reaction affecting business continuity. "License to operate" under jeopardy	
Reputation	Minor impact; awareness/ concern from specific individuals	Limited impact; concern/ complaints from certain groups/ organizations (e.g. NGOs) period	Local impact; public concern/ adverse publicity localised within neighbouring communities	Suspected reputational damage; local/ regional public concern and reactions	Noticeable reputational damage; national/ international public attention and repercussions	
Consequence Type		1 - Insignificant	2 - Minor	3 - Moderate	4 - High	5 - Major
LIKELIHOOD		RISK RATING				
5 - Almost Certain >90%	90% and higher likelihood of occurring	11 (Medium)	16 (Significant)	20 (Significant)	23 (High)	25 (High)
4 - Likely 30%-90%	Between 30% and less than 90% likelihood of occurring	7 (Medium)	12 (Medium)	17 (Significant)	21 (High)	24 (High)
3 - Possible 10%-30%	Between 10% and less than 30% likelihood of occurring	4 (Low)	8 (Medium)	13 (Significant)	18 (Significant)	22 (High)
2 - Unlikely 3%-10%	Between 3% and less than 10% likelihood of occurring	2 (Low)	5 (Low)	9 (Medium)	14 (Significant)	19 (Significant)
1 - Rare <3%	Less than 3% likelihood of occurring	1 (Low)	3 (Low)	6 (Medium)	10 (Medium)	15 (Significant)

Risk Rating	Risk Level	Guidelines for Risk Matrix
21 to 25	High	A high risk exists that management's objectives may not be achieved. Appropriate mitigation strategy to be devised immediately.
13 to 20	Significant	A significant risk exists that management's objectives may not be achieved. Appropriate mitigation strategy to be devised as soon as possible.
6 to 12	Medium	A moderate risk exists that management's objectives may not be achieved. Appropriate mitigation strategy to be devised as part of the normal management process.
1 to 5	Low	A low risk exists that management's objectives may not be achieved. Monitor risk, no further mitigation required.

Confidential



Anglo Integrated Risk Management

Change Project Risk Matrix

		CONSEQUENCE				
Consequence Type		1 - Insignificant	2 - Minor	3 - Moderate	4 - High	5 - Major
Schedule		Less than 1% impact on overall project timeline	May result in overall project timeline overrun equal to or more than 1% and less than 3%	May result in overall project timeline overrun of equal to or more than 3% and less than 10%	May result in overall project timeline overrun of equal to or more than 10% and less than 30%	May result in overall project timeline overrun of 30% or more
Financial Impacts	Direct Financial Impact / Losses (must be customised / calibrated into \$ values used per project)	No disruption to operation / Confidential	Brief disruption to operation / Confidential	Partial shutdown of operation / Confidential	Partial loss of operation / Confidential	Substantial or total loss of operation / Confidential
	Project Value Creation	Unwanted event destroys less than 1% of anticipated value delivery of the project	Unwanted event destroys more than 1% but less than 3% of anticipated value delivery of the project	Unwanted event destroys more than 3% but less than 10% of anticipated value delivery of the project	Unwanted event destroys more than 10% but less than 30% of anticipated value delivery of the project	Unwanted event destroys more than 30% of anticipated value delivery of the project
	Operating Cost post delivery	Less than 1% impact on the OPEX of the business post delivery	May result in an impact on OPEX post delivery equal to or more than 1% and less than 3%	May result in an impact on OPEX post delivery equal to or more than 3% and less than 10%	May result in an impact on OPEX post delivery equal to or more than 10% and less than 30%	May result in an impact on OPEX post delivery of 30% or more
	Project Cost	Less than 1% impact on cost to deliver project	May result in an impact on the cost to deliver the project equal to or more than 1% and less than 3%	May result in an impact on the cost to deliver the project equal to or more than 3% and less than 10%	May result in an impact on the cost to deliver the project equal to or more than 10% and less than 30%	May result in an impact on the cost to deliver the project of more than 30%
	Tax / Accounting	Less than 1% impact on the financials / tax liability of the business post delivery	May result in an impact on the financials / tax liability of the business (post delivery) equal to or more than 1% and less than 3%	May result in an impact on the financials / tax liability of the business (post delivery) equal to or more than 3% and less than 10%	May result in an impact on the financials / tax liability of the business (post delivery) equal to or more than 10% and less than 30%	May result in an impact on the financials / tax liability of the business (post delivery) of 30% or more
Quality and Technical Integrity		No significant impact on quality of deliverables or effect on production	Quality issues that can be addressed prior to handover or could affect production by more than 1% and less than 3%	Quality issues that can be addressed during ramp-up or could affect production by more than 3% and less than 10%	Quality issues that require significant intervention to maintain performance or could affect production by more than 10% and less than 30%	Quality issues that require significant intervention to achieve performance or could affect production by 30% or more
Safety		Less than 1% impact on the LTIFR of the business post delivery	May result in impact on LTIFR equal to or more than 1% and less than 3%	May result in impact on LTIFR equal to or more than 3% and less than 10%	May result in impact on LTIFR equal to or more than 10% and less than 30%	May result in impact on LTIFR of 30% or more
Environment		Lasting days or less; affecting small area (metres); receiving environment highly altered with no sensitive habitats and no biodiversity value (e.g. urban / industrial areas)	Lasting weeks; affecting limited area (hundreds of metres); receiving environment altered with little natural habitat and low biodiversity value	Lasting months; affected extended area (kilometres); receiving environment comprising largely natural habitat and moderate biodiversity value	Lasting years; affecting area on sub-basin scale; receiving environment classified as having sensitive natural habitat with high biodiversity value	Permanent impact; affecting area on a whole basin or regional scale; receiving environment classified as highly sensitive natural habitat with very high biodiversity value
Legal & Regulatory		Technical non-compliance. No warning received; no regulatory reporting required	Breach of regulatory requirements; report/involvement of authority. Attracts administrative fine	Minor breach of law; report/investigation by authority. Attracts compensation/ penalties/ enforcement action	Breach of the law; may attract criminal prosecution, penalties/ enforcement action. Individual licence temporarily revoked	Significant breach of the law. Individual or company law suits; permit to operate substantially modified or withdrawn
Social / Communities		Minor disturbance of culture/ social structures	Some impacts on local population, mostly repairable. Single stakeholder complaint in reporting period	On going social issues. Isolated complaints from community members/ stakeholders	Significant social impacts. Organized community protests threatening continuity of operations	Major widespread social impacts. Community reaction affecting business continuity. "License to operate" under jeopardy
Reputation		Minor impact; awareness/ concern from specific individuals	Limited impact; concern/ complaints from certain groups/ organizations (e.g. NGOs) period	Local impact; public concern/ adverse publicity localised within neighbouring communities	Suspected reputational damage; local/ regional public concern and reactions	Noticeable reputational damage; national/ international public attention and repercussions
PROBABILITY		RISK LEVEL				
5 - Almost Certain	90% and higher likelihood of occurring	11 (Medium)	16 (Significant)	20 (Significant)	23 (High)	25 (High)
4 - Likely	Between 30% and less than 90% likelihood of occurring	7 (Medium)	12 (Medium)	17 (Significant)	21 (High)	24 (High)
3 - Possible	Between 10% and less than 30% likelihood of occurring	4 (Low)	8 (Medium)	13 (Significant)	18 (Significant)	22 (High)
2 - Unlikely	Between 3% and less than 10% likelihood of occurring	2 (Low)	5 (Low)	9 (Medium)	14 (Significant)	19 (Significant)
1 - Rare	Less than 3% likelihood of occurring	1 (Low)	3 (Low)	6 (Medium)	10 (Medium)	15 (Significant)
Risk Rating	Risk Level	Guidelines for Risk Matrix				
21 to 25	High	A high risk exists that management's objectives may not be achieved. Appropriate mitigation strategy to be devised immediately.				
13 to 20	Significant	A significant risk exists that management's objectives may not be achieved. Appropriate mitigation strategy to be devised as soon as possible.				
6 to 12	Medium	A moderate risk exists that management's objectives may not be achieved. Appropriate mitigation strategy to be devised as part of the normal management process.				
1 to 5	Low	A low risk exists that management's objectives may not be achieved. Monitor risk, no further mitigation required.				



Anglo American Integrated Risk Management
Risk Rating Matrix Guideline
Operational Risk Management (ORM) Risk Matrix

ANGLO AMERICAN ORMP RISK MATRIX		CONSEQUENCE LEVEL (Consider the maximum reasonable potential consequence of the event)				
Consequence Type (Additional "Impact Types" may exist for an event, identify & rate accordingly)		1 - Insignificant	2 - Minor	3 - Moderate	4 - High	5 - Major
(S) Harm to People - Safety	First aid case	Medical treatment case	Lost time injury	Exposure to health hazards/ agents (over the OEL)	Permanent disability or single fatality	Numerous permanent disabilities or multiple fatalities.
(H) Harm to People - Occupational Health	Exposure to health hazard resulting in temporary discomfort	Exposure to health hazard resulting in symptoms requiring medical intervention and full recovery (no lost time)	Exposure to health hazards/ agents (with lost time) or permanent change with no disability or loss of quality of life	Exposure to health hazards/ agents (significantly over the OEL) resulting in irreversible impact on health with loss of quality of life or single fatality	Exposure to health hazards/ agents (significantly over the OEL) resulting in irreversible impact on health with loss of quality of life or single fatality	Exposure to health hazards/ agents (significantly over the OEL) resulting in irreversible impact on health with loss of quality of life of a numerous group/population or multiple fatalities
(E) Environmental Impact	Lasting days or less; limited to small area (metres); receptor of low significance/ sensitivity (industrial area)	Lasting weeks; reduced area (hundreds of metres); no environmentally sensitive species/ habitat	Lasting months; impact on an extended area (kilometres); area with some environmental sensitivity (scarce/ valuable environment).	Lasting years; impact on sub-basin; environmentally sensitive environment/ receptor (endangered species/ habitats)	Permanent impact; affects a whole basin or region; highly sensitive environment (endangered species, wetlands, protected habitats)	Major widespread social impacts. Community reaction affecting business continuity. "License to operate" under jeopardy
(S) Social / Community Impact	Minor disturbance of culture/ social structures	Some impacts on local population, mostly repairable. Single stakeholder complaint in reporting period	On going social issues. Isolated complaints from community members/ stakeholders	Significant social impacts. Organized community protests threatening continuity of operations	Significant breach of the law. Individual or company law suits; permit to operate substantially modified or withdrawn	Significant breach of the law. Individual or company law suits; permit to operate substantially modified or withdrawn
(L&R) Legal & Regulatory	Technical non-compliance. No warning received; no regulatory reporting required	Breach of regulatory requirements; report/involvement of authority. Attracts administrative fine	Minor breach of law; report/investigation by authority. Attracts compensation/ penalties/ enforcement action	Breach of the law; may attract criminal prosecution, penalties/ enforcement action. Individual licence temporarily revoked	Noticeable reputational damage; national/ international public attention and repercussions	Noticeable reputational damage; national/ international public attention and repercussions
(M) Material Losses / Damage / Business Interruption	< 0.01 % of Annual Revenue / Total Assets	0.01 - 0.1 % of Annual Revenue / Total Assets	0.1 - 1.0 % of Annual Revenue / Total Assets	1 - 5 % of Annual Revenue / Total Assets	> 5 % of Annual Revenue / Total Assets	> 5 % of Annual Revenue / Total Assets
(R) Reputation	Minor impact; awareness/ concern from specific individuals	Limited impact; concern/ complaints from certain groups/ organizations (e.g. NGOs) period	Local impact; public concern/ adverse publicity localised within neighbouring communities	Suspected reputational damage; local/ regional public concern and reactions	Noticeable reputational damage; national/ international public attention and repercussions	Noticeable reputational damage; national/ international public attention and repercussions
Consequence Type		1 - Insignificant	2 - Minor	3 - Moderate	4 - High	5 - Major
LIKELIHOOD Considering the presence and magnitude of the hazard and the exposure to that hazard (number of people and frequency of the tasks exposing those people), as also the status of existing controls		RISK RATING				
5 - Almost Certain	The unwanted event is almost certain to happen within the LOM (Life of Mine). In the case of repetitive/frequent tasks the unwanted event has or will occur in order of one or more times per year. In terms of major events, as also in the case of long term health, environmental or social impacts, it may happen only once in the LOM.	11 (Medium)	16 (Significant)	20 (Significant)	23 (High)	25 (High)
4 - Likely	There is a high probability that the unwanted event will occur within the LOM. In the case of repetitive/frequent tasks the unwanted event has occurred or is likely to occur in order of less than once per year. In terms of major events, as also in the case of long term health, environmental or social impacts, it might happen once in the LOM.	7 (Medium)	12 (Medium)	17 (Significant)	21 (High)	24 (High)
3 - Possible	It is possible that the unwanted event can occur within the LOM. In the case of repetitive/frequent tasks, the unwanted event has occurred or is likely to occur in order of once every 5-10 years. In terms of major events, as also in the case of long term health, environmental or social impacts, there is a low probability for the event to happen in the LOM.	4 (Low)	8 (Medium)	13 (Significant)	18 (Significant)	22 (High)
2 - Unlikely	There is a low probability for the unwanted event to occur within the LOM. In the case of repetitive/frequent tasks, the unwanted event has occurred some time or is likely to occur not more than once every 10-20 years. In terms of major events, as also in the case of long term health, environmental or social impacts, there is a low probability for the event to happen in the LOM.	2 (Low)	5 (Low)	9 (Medium)	14 (Significant)	19 (Significant)
1 - Rare	There is a very low probability for the unwanted event to occur within the LOM. In the case of repetitive/frequent tasks there are no records of the event occurring or it is highly unlikely that it will occur within the next 20 years. In terms of major events, as also in the case of long term health, environmental or social impacts, there is a very low probability for the event to ever happen.	1 (Low)	3 (Low)	6 (Medium)	10 (Medium)	15 (Significant)
Risk Rating	Risk Level	Guidelines for Risk Matrix				
21 to 25	High	A high risk exists that management's objectives may not be achieved. Appropriate mitigation strategy to be devised immediately.				
13 to 20	Significant	A significant risk exists that management's objectives may not be achieved. Appropriate mitigation strategy to be devised as soon as possible.				
6 to 12	Medium	A moderate risk exists that management's objectives may not be achieved. Appropriate mitigation strategy to be devised as part of the normal management process.				
1 to 5	Low	A low risk exists that management's objectives may not be achieved. Monitor risk, no further mitigation required.				