

Table 1 - Consequence / Severity

Consequence/ Severity Score	Consequence/ Severity	Financial	Health & Safety	Environment	Community	Legal & Compliance	Reputation & Brand
5	Critical	>R 5million	Multiple fatalities, and/or Significant irreversible injuries/ illness to 5 or more people	Irreversible long term environmental damage to a highly valued species or location	Large-scale prolonged class action.	Litigation or prosecution with damages of R25m+, plus significant costs. Custodial sentence for company Executives and Managers. Long term closure of operations by authorities.	Prominent negative International and South African press reporting over many days. Executive departs and/or board is restructured. Lease is terminated.
4	Major	R1million to R5million	Single fatality and/or Significant irreversible injuries/ illness to up to 4 people	Prolonged environmental impact.	High-profile community concerns raised requiring significant remediation measures and management attention	Major litigation costing R10m+. Investigation by regulatory body resulting in long term interruption to operations. Possibility of custodial sentence.	National press reporting over several days. Pressure on Executives to leave. Implications for the Lease.
3	Moderate	>R 100 000 but less than R1million	Moderate to severe irreversible disability/ illness or impairment to one or more people.	Major spill or release leading to off-site impact. Medium term recovery.	High potential for complaints from interested parties.	Breach of regulation with punitive fine. Litigation involving many weeks of management time.	Local press reporting and disciplinary action likely.
2	Minor	>R20 000 but less than R100 000	Reversible disability/ illness requiring hospitalisation to several people.	Medium term effect on environment. Required to inform environmental agencies, (e.g. noise, dust, chemical spill etc.)	Impact to the surrounding community with short to medium term effects	Minor legal issues, non-compliances and breaches of regulation.	No press reporting. Disciplinary action may be taken
1	Insignificant	<R20 000	1st aid injury with no time loss or reversible disability/ illness requiring the medical treatment of one person	Small, unconfined spill or release	No impact to the surrounding community.	Minor breach only	No reputational impact

Table 2 - Likelihood/ Probability

Likelihood/ Probability Score	Likelihood/ Probability Rating	Likelihood/ Probability Description
5	Almost certain	Very likely. The event is expected to occur in most circumstances as there is a history of regular occurrence
4	Likely	There is a strong possibility the event will occur as there is a history of frequent occurrence.
3	Possible	The event might occur at some time as there is a history of casual occurrence.
2	Unlikely	Not expected, but there's a slight possibility it may occur at some time.
1	Rare	Highly unlikely, but it may occur in exceptional circumstances. It could happen, but probably never will.

Table 3- Risk Control Effectiveness Rating

RCE Rating	Guide
Satisfactory	Nothing more to be done except review and monitor the existing controls. To the extent that is reasonably achievable, controls are well designed for the risk, are largely preventative and address the root causes and Management believes that they are effective and reliable at all times.
Requires Improvement	Most controls are designed correctly and are in place and effective. Some more work to be done to improve operating effectiveness or Management has doubts about operational effectiveness and reliability.
Unsatisfactory	While the design of controls may be largely correct in that they treat most of the root causes of the risk, they are not currently very effective. There may be an over-reliance on reactive controls. Or Some of the controls do not seem correctly designed in that they do not treat root causes, those that are correctly designed are operating effectively.
None	Virtually no credible control. Management has no confidence that any degree of control is being achieved due to poor control design and/or very limited operational effectiveness.