

Aquarius Safety Summit

29 February to 1 March 2008



Overall Objectives

- Find common understanding
- Continue to transform Health and Safety with assistance from all stakeholders
- Define common ground and goals
- Create a co-operative culture
- Build trust and a platform for pro-active behaviour to prevent accidents or fatalities
- Improve personnel behaviour and define what is acceptable behaviour
- Improve leadership and commitment of all parties
- Accept that safety is everybody's responsibility
- Address how skills levels could be improved
- Understand areas of concern and lessons learnt during the past year
- Draft a road map for implementation of a Health and Safety plan based on inputs from the Summit.
- Agree on a safety pledge of joint commitment.

● Safety, Health, Env. And Risk Objectives



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● Improving SHE Leadership and Commitment



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Improving Leadership and Commitment

Three key themes emerged during presentations and discussions:

1. Improve interaction with SHE Committees and Representatives
2. Strengthen Front-line Supervisor skills' levels
3. Strengthen Senior and Executive Leaders skills' levels in terms of relationships with employees

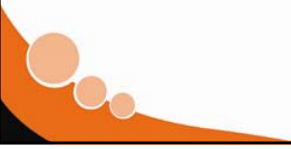
Improving Leadership and Commitment

1. Improved interaction with SHE Committees and Representatives:
 - Re-evaluate roles
 - Skills training of members and Safety Representatives
 - To identify hazards and risks
 - Roles and responsibilities
 - Legislative knowledge and rights
 - Support assertiveness of members and Safety Representatives to exercise and practice the above
 - Recognise good safety behaviour
 - Ensure Safety Representatives represent workers



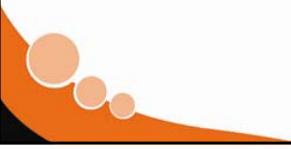
Improving Leadership and Commitment

2. Strengthening Front-line Supervisor skills' levels:
 - Improve their ability to lead and influence in the right manner, that will lead to support of zero harm, through training and coaching
 - Improved communication and listening skills
 - Skills training:
 - To identify hazards and risks
 - Roles and responsibilities
 - Legislative knowledge and rights



Improving Leadership and Commitment

3. Strengthening Senior and Executive Leaders:
 - Bring workforce closer to decision-making/empowerment
 - Subscribe to interactive, behavioural coaching
 - Inspect and visit areas of work
 - Visible felt leadership



What did the Group say?

Management/Leadership Behaviour:

Collective statements where summarised as:

- Re-evaluate management styles and what we do for what reason
- Living our values
- Being proud, ensure ownership and commitment
- Believe zero harm is possible
- Support the management team

This means:

- *Exemplary behaviour, Walking the talk, Alignment, Practice IBS pro-actively, Collective ideas and Team work, Employees' involvement, Away from "blame" to coaching, Enhance culture and safety, Respect, integrate and improve, no victimisation of employees on safety related matters, Breakdown fear by "care" attitude, Interact better with all parties, empowering staff and safety representatives*

What did the Group say?

People Development:

Collective statements where summarised as:

- Ensuring that all levels of supervision commit to do proper training
- Training and coaching of subordinates, supervisory/ front line personnel and representatives
- On-the-job training and coaching
- Aggressively pursue interactive behavioural coaching
- Ensure training quality and competent people

What did the Group say?

Communication:

- Improve **communication** to be:
 - Open and honest
 - Across structures and organisations
 - To listen and show mutual respect

H&S Committee:

- Improve Health & Safety Committee interaction:
 - Promote and improve Safety Committee involvement and cooperation
 - Use safety committee to get bottom-up suggestions

What did the Group say?

- **Visible Felt Leadership:**
 - Do and act accordingly
 - Show CARE
 - Always investigate all injuries
 - Treat people in a fair way
- **Compliance** to legislation
- Uphold, inspect and improve where required **quality and standards.**
- **Recognise and reward** good safety behaviour

Goal 1: Improve SHE Leadership and Commitment



2008 Objectives	Implementation Initiatives
Promote SHE as Priority in AQPSA	Visibly demonstrating 'ZERO HARM' Report on progress to SHE Plan
Ensure employees understand their SHE roles and responsibilities	Define roles, responsibilities and accountability for AQPSA
Institute a structured close-out reporting mechanism	Report environmental, health and safety incidents Track, close-out and report progress on SHE assigned actions

Key Actions for implementation include:

- Complete personal commitment to Safety Pledge and disseminate to immediate subordinates. Drive Interdependence to Zero Harm
- Implement specific programmes to improve SHE leadership and commitment of SHE committee members, safety representatives, front-line supervisors and Senior and Executive Leadership, Including measurement of success
- Provide adequate budget and personnel to drive SHE performance improvement
- Carry out management field inspections and follow-up actions from visits to closeout
- Develop and review SHE roles, responsibilities and accountability
- Report Incidents and close-out actions within specific timeframe

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Improving Personnel Behaviour



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Improving Personnel Behaviour

Key themes emerged during the presentations and discussions:

1. Culture, attitude and behaviour changes go hand-in-hand
2. A sense of belonging should exist to create a conducive environment
3. Leadership from top-down, should be committed to safety and final obligation is with management
4. Campaigns should involve unions and employees
5. Sound front-line leadership required to improve SHE behaviour
6. Positive influence and feedback required to improve behaviour
7. Demonstrate care for people and property
8. Breakdown barriers to engagement – approachable supervisors, leaders
9. Motivators – recognise and reward good behaviour



Comments on what does good behaviour look like?

- Compliant
- Will to participate
- Motivated
- Ownership
- Team approach – “Brother’s keeper”
- Trust
- Equality
- Alignment
- A known “Norm”
- Pride
- Respect

What did the Group say?

Values:

- Create mutual understanding, trust and respect
- Stop blame culture and personalising problems
- People to behave in the same way they do in front of management as when they are alone

Attitude:

- Attitude is contagious
- Negative attitudes must be changed to positive attitudes
- Demonstrate passion for accident free work
- Commitment and job pride

People Development/Training/Coaching

- To change personnel behaviour and ensure proper training, coaching, mentoring
- Equip line supervisors to be able to coach
- Build teams' capacity

What did the Group say?

Behaviour

- Raise Awareness
- Empower people to change mindset
- People must take ownership
- Change bad habits to behavioural good habits

Team

- Team building to create environment conducive to positive and reasonable expectations for all stakeholders
- Team cohesion with a common goal and trusted leadership

Recognition & Reward

- Positive re-enforcement and reward of aligned safety behaviour
- Recognise and reward good behaviour

Communication

- Communicate and listen properly

Goal 2: Improve Personnel Behaviour

2008 Objectives	Implementation Initiatives
Improve SHE Culture: Reduce the risk of unsafe behaviour causing near miss and accident	Agree values and definition of 'Good Safety Behaviour'
	Institute and drive Interactive Behaviour Coaching
	Implement Platinum Rules
	Recognise 'Good Safety Behaviour'

Key Actions for implementation include:

- Agree values and what does "Good safety behaviour" looks like
- Appoint & Train IBC champions for all the teams and deploy IBC Training to specific company/contractor target groups
- Carry out survey to monitor appreciation of SHE risks and feedback outcome to personnel.
- Ensure that all contractors operating at AQPSA have adopted Platinum Rules
- Ensure that compliance to Platinum Rules are incorporated into the Audit Standards
- Implement measurement of success and recognition programmes for "Outstanding Safety Behaviour" e.g. Employee of the week/month per site

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Improving Training and Competence

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Improving Training and Competence

Key themes emerged during the presentations and discussions:

1. Mining school for mines and DME should be established
2. Manager to mentor students on what to expect when sitting for examinations
3. On-the-job training, coaching and mentoring important – need to use the right approach for the right requirement
4. Top management to spend time on site
5. Employees to be trained on hazards and risks
6. Problem-solving ability
7. Experience to be recognised

What did the Group say?

Approach to Training:

- Allocate personal time to people's development
- People need to be given exposure, responsibility, accountability to develop their skills
- Union commitment
- Investigate different role-players' involvement
- Transfer of skills and fast tracking of training
- To approach the persons with correct attitude
- Have adequate assessments
- Positive enforcement and giving responsibility and accountability to the supervisory levels - equipped to handle situation

What did the Group say?

Training Institute

- Re-introduce & legislate training centres for all mining related disciplines

Coaching

- Coaching for improving skills
- Improve skills and competence by proper on the job training and coaching
- Improve and implement coaching/mentoring of at least one individual to get the same skills I have
- Mentor people closer and share experience

What did the Group say?

Processes & Systems

- Training and education system
- Proper job descriptions for every category from top to bottom
- Go back to basics

On-the-job training

- On-the-job instead of classroom training
- On-site training in conjunction with company culture " How we do things here"

● Goal 3: Improve SHE Training & Competence



2008 Objectives	Implementation Initiatives
Improve SHE awareness	Safety Campaigns & Talk Topics based on analysis of incidents
	Implement selected safety training programs
Competence assurance of personnel	Emergency response training to be up to date
	Inductions and skills to do the job correctly and safely.

Key Actions for implementation include:

- Conduct safety campaigns for key SHE Risk Areas including input from unions
- Train staff and contractors supervisors on safety leadership and communication skills, hazard identification and legislative requirements
- Share industry best practices, insight of root causes and systemic failures and lessons learnt from incidents and audits with staff and contractors
- Carry out specialised training
- Improve competence of personnel through appropriate training and evaluations

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The Pledge

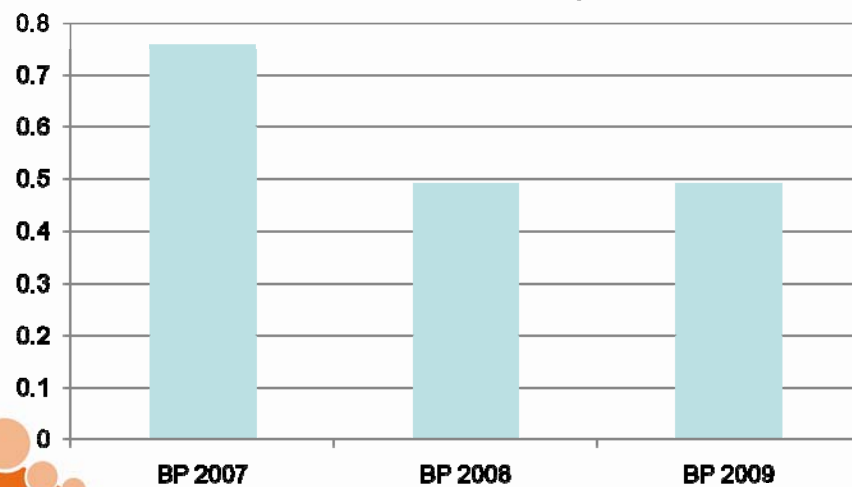
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My Pledge

1. I believe Zero harm is possible
2. I am responsible
3. I accept responsibility to improve trust, communication, understanding, cooperation and skills
4. I treat all people with respect
5. I know together, we will achieve Zero harm
6. I am the change
7. I will convince three other people to pledge to this too

Statistics

DIIR 12 Month Moving

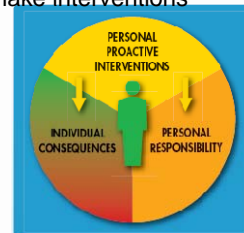


Hearts and Minds Programme

Winning the hearts and minds of our people
through our frontline supervisors

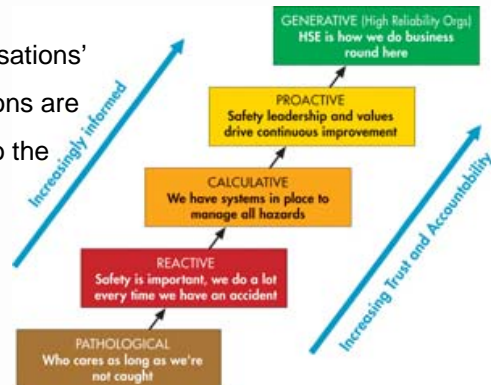
Hearts and Minds

- Improving the culture is done by applying the Model in 3 main areas:
 - **Personal Responsibility**
We understand and accept what should be done and know what is expected.
 - **Individual Consequences**
We understand and accept that there is a fair system for reward and discipline.
 - **Proactive Interventions**
We work safely because we are intrinsically motivated to do the right things naturally, not just because we are told to, and make interventions and actively participate in improvement activities.



Phase 1: Understanding your Culture

- Culture can be divided into five levels of development
- The characteristics of organisations are described at each level and typical descriptions are given, that can be used to identify the current level of your organisation.
- After assessing what the organisations' culture is actions and interventions are formulated that are applicable to the respective level.



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Phase 2: See Yourself As Other See You

- **Seeing Yourself As Others See You**

Is an upward appraisal process which compares how you see yourself with how other people see you.

Four key aspects of management that is appraised are:

- **Walking the Talk** - actions speak louder than words.
- **Informedness** - knowing what is going on.
- **Trust** - vital to effective management.
- **Priorities** - what managers focus on affects the behaviour of others. In business priorities change, even when values remain constant, this means that it is easy to send mixed messages.

Phase 3: Improving Supervision



- Importance of Supervision
 - The supervisor is the key in **safety** leadership and performance
 - Responsible for **operations**
 - Often working in less than ideal environment
 - Responsible for some **smart** people who look to him for expertise and leadership
 - Able to **interact** with different people from different organisations – *expert*
- Why focus on Supervision
 - People are promoted to supervisory level due to technical ability/ performance
 - Majority of training focused on technical aspects and not management and human skills
 - Supervisory training often only occurs after being established in position and having adopted a management style
 - Workplace accidents can be prevented by effective supervision

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Phase 3: Improving Supervision



- H&M approach focus on the supervisor and his crew
 - Assessing the supervisor's style
 - Determine crew's motivation and competence
 - Train supervisor on how to apply supervisory tools of team leadership, work related behaviour, communication and motivation & trust in daily planning
 - Coach supervisors individually
 - Assist with self assessment of supervisors
 - Review supervisors after 6 months

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Phase 4: Working Safely



What makes Working Safely different?

- The approach is based on analysing how to get safe behaviour, rather than concentrating on stopping unsafe behaviour.
- The psychological theory is well founded including Daniel Kahneman's Nobel Prize winning work on risk and decision making.
- Lessons from many other systems have been integrated into one unified process
 - Every system has its good points, these experiences must not be lost, but they usually focus on only one step, not the whole process.
 - Current activities should be incorporated into the process, there is no need to stop existing programmes.
- The different levels of safety culture are taken into account
- People can use the "Working Safely Program" in ways that suit them, based on what they can realistically be expected to do at their level of Safety culture
- The approach is designed for your working environment - It involves people doing what they consider achievable and setting up situations so that they will actually achieve what they set out to do.

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Phase 5: Managing Rule-Breaking



In situations where effective barriers can not be established, guidelines, rules and procedures provide one of the most effective ways of managing hazards.

Rule breaking can lead to removal of the control and reasons for this need to be understood:

- Types of rule breaking
 - Unintentional (Understanding) - *People do not know how to apply the procedures*
 - Unintentional (Awareness)- *People act as if there is no procedure*
 - Situational (No-Can-Do) - *It is impossible to get the job done by following the procedures strictly*
 - Optimising (I-Can-Do-Better) *It is sometimes possible to get the job done faster, more conveniently or experience a thrill by not adhering to the rules*
 - Exceptional - *People have to solve problems for the first time and fail to follow good practice*
 - Reckless Violations - *A rule was violated without thinking or caring about the consequences*
 - Routine Violations - *Rules are broken, because they are felt to be irrelevant or because people in general or a particular person no longer appreciate the dangers*

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Phase 5: Managing Rule-Breaking

- Behaviour has consequences – Meeting Expectations
 - Links behaviours (both good and bad) with the consequences people (individuals and their managers) can expect.
 - Aim to improve consistency and fairness, both when recognising and rewarding people for exemplary behaviour and when applying disciplinary measures.



Phase 6: Making Change Last

- Winning the Hearts and Minds of those who have to change requires:
 - Raising awareness of the issues in open debate
 - Creating a need for change in individuals and groups
 - Uncovering the barriers to successful change
 - Discovering ways to overcome those barriers
 - Making plans with those who will have to carry them out
 - Maintaining the effort
- The Hearts and Minds Change Process provides a structure that creates both awareness and the will to succeed. This approach also helps safeguard against initiative overload