

DUPONT  
SAFETY  
AWARDS



# 10<sup>th</sup> Edition – Winner Visible Mgt Commitment

Istanbul, 12<sup>th</sup> September 2011



## Company Profile

- Activities: Mining
- Products: Iron Ore, Metallurgical and Thermal Coal, Copper, Nickel, Platinum, Diamonds
- # of employees: 90,000 & 50,000 contractors
- Operations: Africa, Europe, South & North America, Australia, Asia
- Operating profit (2010): \$9.8bn





## Context

- Unacceptable safety performance in South African mining industry and in Anglo American itself
- Historically adversarial relationship between mine management and unions
- Stakeholders diverse perceptions and understanding of 'good safety practice'
- No common approach to addressing safety challenges



## Solution Designed

- Tripartite Health and Safety Initiative – a partnership between Anglo American, labor unions and South African Department of Mineral Resources
- Shared “Declared Future” for achieving a breakthrough in safety performance for Anglo American in South Africa
- Priority actions and focused work streams – stakeholder engagement, aligned approach to standards, capacity building, extended visible felt leadership



## Results and Impact

- Engaged stakeholders: visible leadership, support and collaboration
- Shared values: genuine trust, care and respect
- Aligned approach to standards: improving compliance
- Building capacity and commitment: hearts and minds and key skills
- Model extended and replicated: health work-stream and take-up by other companies
- Driving change and performance: fatalities in South Africa decreased from 36 (2006) to 11 (2010)