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NEWSLETTER

Khumbul'ekhaya supports industry's COVID-19 response

“Health and safety remain a core issue for the mining industry. Ensuring that mine employees remain safe and in good health at work and at home, is not only an industry imperative, but a national one”, says Minerals Council CEO, Roger Baxter.

“The Minerals Council recognises COVID-19 as a serious threat to South Africa, and its people, and is fully supportive of the measures taken by government to manage the situation.”

As a significant contributor to South Africa's economy, the mining sector has an important role to play in mitigating the impact of the virus, especially on its employees, communities and operations.

The Minerals Council's Khumbul'ekhaya strategy will continue this year with great intensity. Many Khumbul'ekhaya interventions are being re-purposed to deal with COVID-19 as a priority, while still being aligned to their original intentions.

“The COVID-19 response falls within the scope of the Khumbul'ekhaya strategy through the Zero Harm aspiration and 2020 priority to eliminate fatalities by preventing infections, and deaths of



Themba Mkhwanazi, CEO of Kumba Iron Ore and chair of the CEO Zero Harm Forum

those infected,” says Themba Mkhwanazi, chair of the CEO Zero Harm Forum.

“This speaks to Khumbul'ekhaya in its objectives and focus on health and safety, both in the mine and beyond the mine gate. We recognise that we are managing the health of our people, not just at the workplace but at home, and there is a real opportunity to entrench health and safety in all aspects of life through Khumbul'ekhaya.”

Projects that have started include developing behavioural change training

on COVID-19; contracting research capability to better and faster learning on all elements of the Standard Operating Procedures (SOPs), including testing; and using geographic information system (GIS) mapping to enhance decision-making around COVID-19 in mining operations.

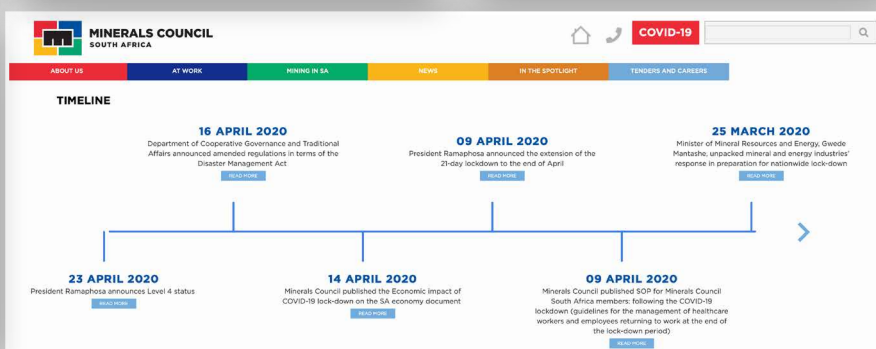
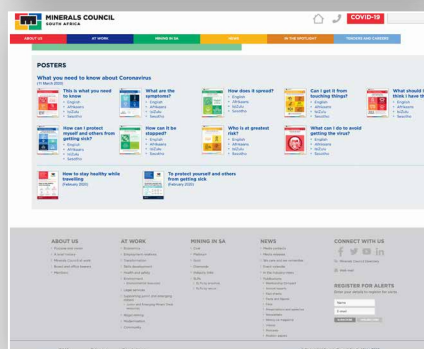
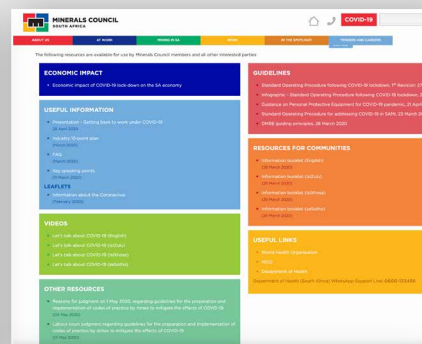
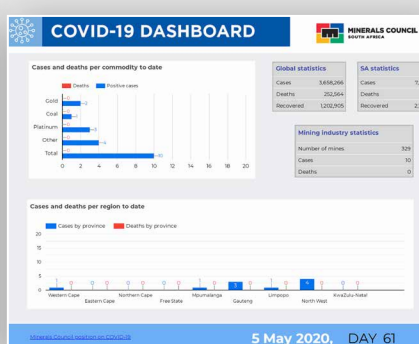
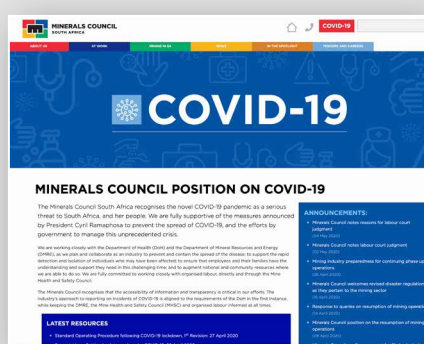
CEOs are also engaging in learning through sharing of leading practices and challenges related to managing the COVID-19 threat at their operations and, more broadly, in the communities and homes of their employees.

“It is very important that companies communicate with one another as we learn. We cannot continue business as usual,” concludes Themba Mkhwanazi.

“Member companies clustered in the same areas are encouraged to think about how they can combine resources and work together. It is an opportunity to share how we can join forces in one area to manage COVID-19 collectively and it highlights the possibilities of collaborating with others in support of health and safety initiatives.”

The Minerals Council remains fully committed to working closely with organised labour, the Department of Health (DoH) and the Department of Mineral Resources and Energy (DMRE) to plan and collaborate an industry response to COVID-19. 🧤🧼

Take a look at the Minerals Council's resources on the industry's response to Covid-19 at <https://www.mineralscouncil.org.za/minerals-council-position-on-covid-19>



IN THIS ISSUE:

Interview with Gideon Du Plessis, General Secretary, Solidarity



2019 – A BANNER YEAR FOR SAFETY AND HEALTH

Summary of 2019 health and safety performance

Total number of fatalities fell by

37%

in 2019

Between 2017 and 2018, the total number of occupational diseases declined by

23%

Fatalities in the gold sector reduced by

55%

In 2019, safety performance improved significantly with 51 reported fatalities, compared with 81 in 2018. In the 130-year recorded history of South African mining, the industry has never experienced lower fatality rates.

The improvement in the 2019 safety performance can be attributed to the collaborative efforts of mining companies, employees, government and organised labour, and an array of industry and company-specific initiatives, including the Minerals Council's Khumbul'ekhaya health and safety strategy.

In January 2019, a meaningful CEO Heartfelt Conversations gathering convened by the Minerals Council ignited a drive to reduce fatalities and improve health outcomes with the goal of achieving Zero Harm. This CEO-led strategy was formally launched as "Khumbul'ekhaya - a Nguni word for "remember home" - on 1 October 2019. The annual National Day of Safety and Health in Mining continued in October, with companies rolling out the Khumbul'ekhaya messaging on mines over the final months of the year.

Following a renewed, industry-wide focus on safety and health, the total number of fatalities fell dramatically by 37% in 2019. Fatalities in the gold sector reduced by 55%, while fatalities in other commodities declined by 70%. However, in the PGM sector the number of fatalities increased to 20, compared to 12 in 2018. This represented a disappointing regression of 67% in that sector.

Statistics issued by the DMRE this year also showed a marked improvement in occupational health-related statistics. Due to a lag in the reporting of health-related performance, the latest statistics available are for 2018.

Between 2017 and 2018, the total number of occupational diseases declined by 23%. Silicosis, pulmonary tuberculosis (TB) and noise-induced hearing loss remain the critical occupational diseases in the industry. In 2018, it was encouraging to see the incidence

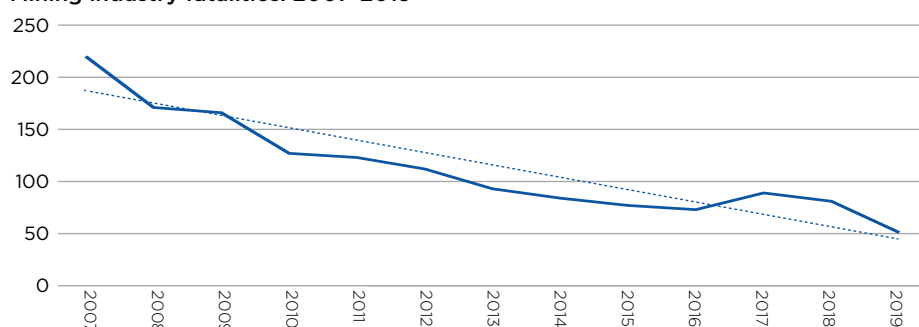
rates of these diseases all drop by more than 22% from the year before. HIV counselling and TB screening also showed improvements at 84% and 90.3% respectively.

While the mining industry achieved a substantial improvement in safety and health performance in 2019, this progress cannot be cause for complacency. The deaths of 51 people in mining-related accidents last year is a stark reminder of the work that remains for the industry to eliminate fatalities and achieve the 2024 Mine Health and Safety Council (MHSC) milestones agreed to by companies, government and labour.

The mining industry needs to sustain continuous improvements in safety and health performance. Khumbul'ekhaya will assist this commitment, driven from the top, by encouraging the implementation of effective methods to improve performance, and by calling for lessons learned from experiences to be shared throughout the industry.

By collaborating with all our social partners on health safety matters, the Minerals Council remains resolute in its commitment to achieving the goal of Zero Harm. 🇷🇷

Mining industry fatalities: 2007-2019



Source: Department of Mineral Resources and Energy

Empowering supervisors – A view from Solidarity's Gideon Du Plessis

“Supervisors play an instrumental role in determining the priorities relating to production versus health and safety on a mine,” says Gideon Du Plessis, General Secretary, Solidarity. He was addressing a recent CEO Zero Harm Forum meeting.

ZERO HARM

“We know that safety culture is something that differs from shaft to shaft. Often, it is the manager's personality and knowledge that determines the prevailing safety culture.

“It is not sufficient to only train employees in the execution of their work. It is also important to ensure that all employees receive high-level safety training and that they work under proper supervision.

“But production pressures can lead to irrational and risk-causing behaviour such as shortcuts. Research tells us that many fatal accidents have poor line and oversight management as contributory factors. It is imperative that supervisors do not condone or encourage unsafe acts and conditions.”

Gideon explains that empowering supervisors through training and resources goes a long way towards entrenching the commitment to Zero Harm in mines. “Supervisors and health and safety representatives should be properly trained to perform their duties, especially regarding their risk assessments, inspections and reporting.

“Supervisors, and leadership on other levels, should also undergo leadership development programmes designed to develop them to display and execute the ‘right’ leadership behaviours, including teamwork and collaboration; morale and motivation; communication; accountability; trust; and the ability to change.”

“It is not sufficient to train employees in the execution of their work. It is also important to ensure that all employees receive high-level safety training and that they work under proper supervision”.



Gideon Du Plessis, General Secretary, Solidarity. Source: Solidarity

Gideon advocates the National Day of Safety and Health in Mining as an opportunity to build upon the culture of safety between supervisors and their teams. “Safety days should be regarded as an investment in safety because it enables supervisors to have more in-depth engagements with their teams.”

Gideon concludes, “There is a strong correlation between supervisors’ performance and mine production performance. As an industry, let’s take an approach that empowers supervisors on our mines with the knowledge, skills and training to support our goal of eliminating fatalities”. 🌱

Khumbul'ekhaya in action: Project update

Since the launch of the Khumbul'ekhaya strategy in 2019, a number of initiatives aimed at eliminating fatalities and injuries in the mining industry have begun. This is a snapshot of progress:

Eliminating fatalities

A critical objective of the Khumbul'ekhaya strategy is the need to develop a holistic approach to the elimination of fatalities. Many diverse factors need to be considered in developing this approach.

With this in mind, a position paper on the socio-technical systems (STS) approach was compiled to highlight the human, organisational and environmental factors influencing health and safety in the workplace. An STS workshop held by the Minerals Council in July 2019 revealed that the industry is continually learning from both fatalities and high potential incidents. It also emphasised that effective CEO leadership is required to drive the holistic approach to risk management.

The Minerals Council will be conducting multi-disciplinary independent peer reviews of incident investigation systems used in the industry against a holistic STS framework. The industry approach will also be developed to assist investors with conducting holistic incident investigations.

Implementing effective and competitive training

As part of a CEO-led strategy, Khumbul'ekhaya proposes looking at a more collaborative approach to training. An assessment has been conducted across four companies mining three different commodities with the aim of understanding the prevailing training methods and the languages employed for training, as well as the impact of modernisation and how low literacy levels are addressed.

The study found that training has improved in recent years, particularly

through upgrades in training facilities, however, there are areas of health and safety training which can be improved. A feasibility study has been approved as part of the Khumbul'ekhaya strategy to determine opportunities to improve the impact of training, as well as its cost efficiency, through collaborating on a holistic approach and making use of modern technologies.

Learning from each other as well as other industries

To learn better and faster from one another, companies need to identify aids and barriers to learning, while taking global best practices into consideration. A position paper on incident investigation, methods and processes in aviation and nuclear industries has been compiled to drive this type of knowledge-sharing.

An analysis of safety incident reports by mining companies was also conducted to identify clear causes for risk-taking, leading to a review of lessons learnt and recommendations of possible CEO actions to address these learnings. Under Khumbul'ekhaya, these recommendations will be reviewed and implemented where applicable.

Heartfelt CEO-ship

To achieve a step-change in health and safety, industry CEOs need to display visible and heartfelt leadership. At every CEO Zero Harm Forum meeting, CEOs share their personal heartfelt successes and challenges.

In August 2019, the CEO Zero Harm Forum chair and member companies hosted the tripartite stakeholder engagement dinner with stakeholders from government and organised labour. This engagement introduced Khumbul'ekhaya as a CEO-led strategy and highlighted its contribution to the achievement of the 2024 industry milestones on occupational health and safety.

Khumbul'ekhaya health and safety days

Khumbul'ekhaya was launched on 1 October 2019 as part of the Minerals Council's annual campaign, the National Day of Safety and Health in Mining. This campaign focusses on the health and safety days hosted by member companies at their operations. By incorporating the Khumbul'ekhaya messaging into their health and safety days, member companies displayed a commitment to collaborate in the improvement of mine health and safety performance.



Harmony – Kusasalethu safety day



Sibanye-Stillwater – platinum operation safety day



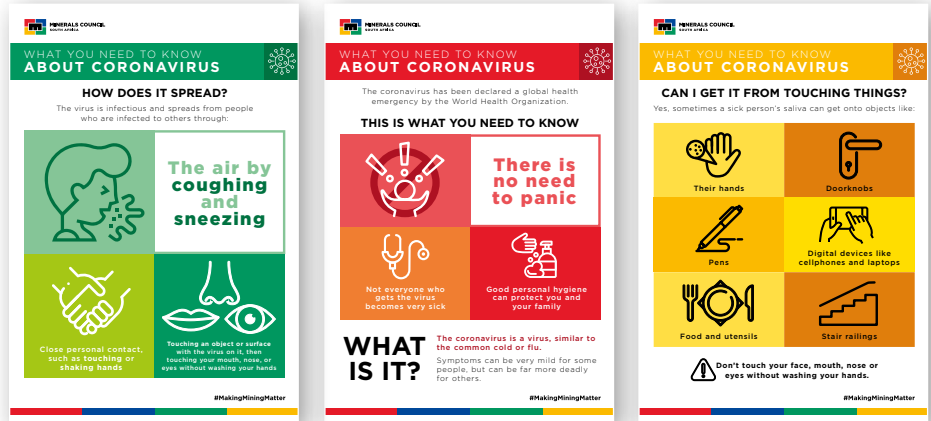
AngloGold Ashanti – Mponeng Safety Summit

COVID-19 portal and material available

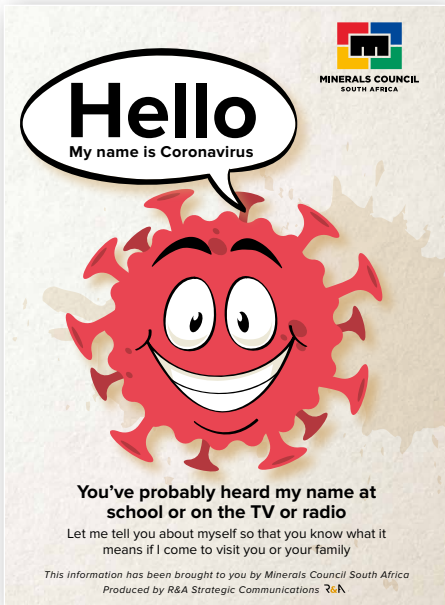
Khumbul'ekhaya is clear on the fact that we need to learn better and faster from one another as well as from other industries. While facing the COVID-19 pandemic, accessibility of information by stakeholders is imperative.

The Minerals Council has made available a public portal to share insight into the Minerals Council's position on COVID-19, useful links, documents and the latest available information on the virus as it relates to the South African mining industry.

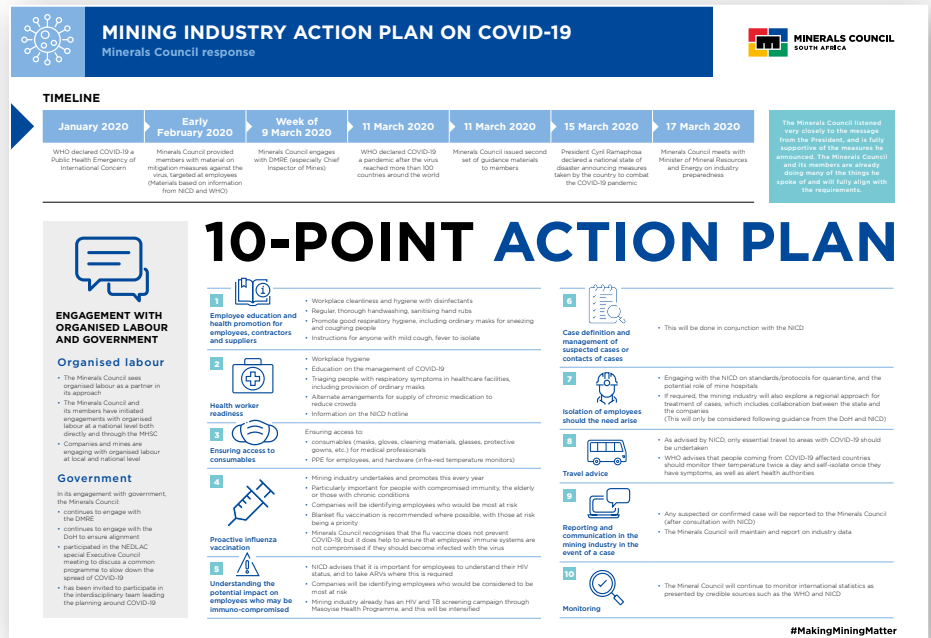
COVID-19 awareness posters



COVID-19 kids booklet



Industry 10-point plan

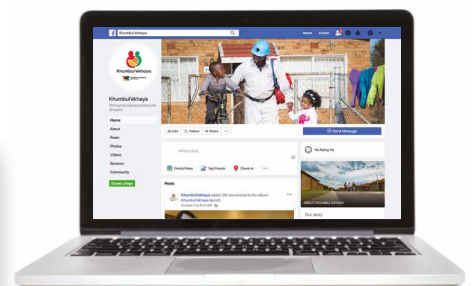


Member company CEOs have also established an internal portal to share SOPs (Standard Operating Procedures) and other internal documents on their COVID-19 prevention measures.



#MakingMiningMatter

The South African mining industry is committed to the principle of Zero Harm.



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