

SPEAKING POINTS FOR THEMBA MKHWANAZI, CHAIR OF THE CEO ZERO HARM FORUM AT THE KHUMBUL'EKHAYA LAUNCH ON 1 OCTOBER 2019

Ladies and gentlemen, honoured guests, it is indeed a privilege for me to be standing here before you today, as we continue in our quest for Zero Harm, and in pursuit of the MHSC milestones that we have all committed to.

We are here today, as you will now know, to launch a new health and safety strategy for the mining industry, one that builds on and is complementary to the initiatives that Roger has already spoken about. We do so, at this annual National Day of Safety and Health in Mining, an initiative that we started last year.

As you will have seen, the word, Khumbul'ekhaya, means 'remember home'. It is a reminder to all of us that every mineworker should return home, healthy and safe, every day.

As you entered the room today, all of you will have received a sticker with the Khumbul'ekhaya logo. For those of you that have hard hats, please take them out and place the Khumbul'ekhaya sticker on them, as a symbol of our commitment to the implementation of this strategy. For those who don't have hard hats, here take the stickers with you – put



them on your hard hats, on your laptops, or other visible place as a symbol of your commitment.

[Pause to allow everyone to place the stickers on their hard hats].

So, how did Khumbul'ekhaya come about?

The Khumbul'ekhaya strategy originated in a meeting of industry CEOs in January, in what we called heartfelt conversations about health and safety in our industry. I have been involved in, and a driver of these conversations from the outset in my role as chair of the CEO Zero Harm Forum.

We always talk about health and safety being of the utmost importance, but we needed to find a way of putting these words into action.

In January this year, 34 mining company CEOs came together in a facilitated session where we had those heartfelt conversations – they were introspective and honest, they were questioning and incisive. And they started a thought process that the Minerals Council team has developed further, through more investigation and research.

What struck me most about these conversations were their depth and integrity, the honest and lack of defensiveness, and the absence of competitiveness. In safety and health, we are united in a common goal, and are not competitors.

So, what does this Khumbul'ekhaya actually entail?

We have often spoken of the goal of zero harm. We have resolved to become even more focused in our approach over the next two years on the elimination of fatalities from safety *and* health because fatalities have the most disastrous impacts on loved ones and; there is growing evidence that the actions that need to be taken to eliminate fatalities are different from those that need to be taken to eliminate the less serious injuries.

Fatalities are often the result of a complicated set of circumstances and need to be dealt with through a holistic approach.

Falls of ground fatalities should not only be the problem of rock engineers and likewise silicosis fatalities should not only be the problem of occupational hygienists.

I would like now to give you some insight into the strategy and its implementation.

The most critical component of the Khumbul'ekhaya strategy is the need to develop a holistic approach to the elimination of fatalities. This is a complex process that requires a multi-disciplinary, systems-thinking methodology. Many diverse factors need to be considered.

With this in mind, a systems thinking workshop was held at the Mandela Mining Precinct and was attended by a broad range of experts in the fields of safety; health; environmental, rock, mechanical and electrical engineering; and behaviour and training.

The workshop revealed that the industry is not sufficiently learning from incidents – not just fatalities but also High potential incidents, which should be analysed as leading indicators. It also emphasised that effective CEO leadership is required to drive a culture that makes a holistic approach to risk management an organisational priority, and that the growth of systems thinking skills is necessary.

Another important aspect of the strategy is that national and international mechanisms for tracking deaths related to occupational diseases, during and post-employment, need to be explored.

Research has been conducted that offers an overview of international leading practice and the steps that need to be in place to ensure that occupational deaths can be identified. It also provides options to improve reporting on occupational deaths, although these are complicated by the many structural challenges that are experienced in South Africa.

The report recommends that a number of databases should be used to start tracking deaths during and post-employment. But, for these databases to be as detailed and comprehensive as possible, other role-players beyond the industry need to be involved. These include doctors reporting on occupational diseases and filling in occupational causes of death.

The databases, which should be expanded to include all relevant employee-related information, also need to be digitised and monitored in conjunction with key industry stakeholders.

A further study on TB mortality is under way to fully understand the reasons for deaths in miners who contracted TB and to find ways of reducing these deaths in the future. The results of the study will be available by the end of 2019.

The National Institute for Occupational Health (NIOH) is also conducting a detailed study into the causes of deaths among female employees. This will be compared with the causes of deaths among men and it is envisaged that the research will shed light on how these deaths can be prevented. Results are expected during 2020.

Through these studies, it is hope that prevention mechanisms will be identified and acted upon to reduce the number of deaths that are caused by occupational diseases in the industry.

Training was another important element identified by the CEOs.

CEOs expressed the need to look at training as one of the ways in which to achieve the required step-change in health and safety. The industry needs to establish a more collaborative approach to training. Training shouldn't be a mere legislative box-ticking exercise but should rather incorporate lessons and exercises that are of the highest quality; that are relevant to the specific needs of employees, companies and the industry; and that always consider health and safety first.

An assessment has been conducted across four companies mining three different commodities. The aim of the assessment was to understand the industry's prevailing training methods, the languages companies employ, the impact of modernisation and how low levels of literacy are addressed.

The results of the study were ultimately positive, indicating that training has improved in recent years and that a great deal has been invested in upgrading facilities to improve their quality and effectiveness. Important issues that still need to be addressed were highlighted, and these will be used to develop a proposal and implementation plan on further integrating health and safety in training going forward.

Lastly, Khumbul'ekhaya is clear on the fact that all industry players need to learn better and faster from one another. Companies need to identify aids and barriers to learning, as well as take heed of global leading practice and implement these lessons effectively.

A thematic analysis of safety incident reports uploaded by mining companies has been conducted, which identified clear causes and

reasons for risk taking. And more work will be done on this in the coming months.

And what, you might ask, is the role of CEOs?

First, at the centre of it all, is the recognition that the quality of safety and health in the industry starts with us and depends on us, the industry's leadership.

Our leadership must be visible. Our leadership must be focused. Our leadership in respect of health and safety must be the top priority for us all.

CEOs accept that their visible leadership is necessary to achieve such acceleration. We believe that notwithstanding the improved performance, we need a step change in that performance. We need a monumental shift in paradigm and a multi-pronged approach.

We know it is not a simple matter - there is no silver bullet that will make our industry safer and healthier.

What more does this mean for the leaders of this industry?

- It means we need to show up. We cannot use 'busyness' with other things as an excuse not to be there to deal with health and safety issues. We need to be seen, heard and felt.
- We need to act with intent and authenticity.
- We need to exercise mindfulness, connectedness and purposefulness.
- We need to lose our defensiveness where health and safety is concerned. We need to be prepared to be vulnerable and to feel shame.
- We need to know and understand and preach that our efforts must go well beyond mere compliance with law and regulation.
- We also know that an individual CEO cannot be relaxed if his or her company has managed to eliminate fatalities. There is a responsibility to the industry and society to help those who still have not achieved that goal
- We need to challenge each other, and learn from each other
- We need to be willing to share, both our successes and our failings, so that all can learn from them. This needs an acknowledgement that we are all at different stages of the health and safety journey, and requires trust to be built between the companies.

By applying this strategy and approach, we will propel the industry towards the elimination of fatalities

I believe that with the right leadership, the right level of commitment, the right technologies, and with the right systems, mining *will* become safer and can become fatality-free.

I call on each and every one of you – starting with our CEOs, and including our partners in labour and government, to be more proactive and go beyond compliance

I encourage you to walk the talk and lead from the front.

I look forward to the implementation of this programme across all our operations in the coming months – among our members and even beyond. As Roger has mentioned, our members will be celebrating their own safety and health days in their own ways, at their operations, as a continuation of this observance of a National Day of Safety and Health in Mining.

Remember the results we get is a reflection of our leadership, and will be the legacy we create for the industry our children and their children will inherit.