



Proudfoot is on the ground with some of the world's largest mining and industrial organizations to ensure their approach to Safe Operations is in line with new thinking and based on an operating model that focuses on Prevention.

Executive Briefing

A New Look at Safe Operations

Proudfoot's six pronged approach to safe operations, involving:

- integrated planning
- people – leadership, attitudes & awareness
- management tools and systems

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Proprietary Statement

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Safe Operations

Safety or Production ... Does it have to be one or the other? Why good safety means good business

What if you could...

- ... shift workforce safety beliefs and attitudes to better anticipate, prevent and avoid safety incidents, thus reducing operational interruptions and negative impact to your business?
- ... create an environment where safety is not only perceived as the responsibility of safety managers and representatives, but extends to all employees in your organization?
- ... advance your existing efforts to increase productivity, drive cost reduction benefits, and maximize resource utilization through safe operations?
- ... Leverage the experience of thousands of Proudfoot engagements Globally over the last 70 years?

With Proudfoot, you can.



Statistics reveal that traditional safety initiatives have no real impact on decreasing accident rates, making companies increasingly frustrated by the near-misses being experienced, despite running safety awareness programs.



95% of business executives report that workplace safety has a positive impact on a company's financial performance. Organizations frequently look back after mistakes have been made, then draw lessons and try to correct the results. With fatalities and accidents doing so is too late.



The journey to creating a safety-centric organizations requires dedicated and visible leadership that will create and enforce a deep, values-based culture that champions respect for human health and safety above all else. A forward-looking approach to anticipate and prevent safety incidents before they happen is critical.

What if you could...

build a roadmap towards safety excellence, that improves operational performance, supported by a change-capable workforce?

Proudfoot is 'all-in' and on the ground, ensuring this is the outcome.

Why Safety Fails

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Did you know...

- Recent analysis reveals that 79% of workplace accidents are related to poor decisions and/or skills gaps?
- In South Africa, 2 construction workers die on site every week ?
- Most at risk in an organization are junior staff (less than 2 years), and long-serving individuals, who, as role models, have become complacent and resist adapting to behavioral changes

Transformation starts with aspiration...



- Safety is rarely incorporated into the company's core culture, deemed the responsibility of "Safety Departments", and frequently reduced to "safety talks" during shift handovers, glossy posters and warning signs displayed in work areas.

Is this sufficient to drive behavior change to place safety at the heart of operations? **The simple answer is NO!**



- Poor operational discipline! Safety is not linked to day-to-day operational activities and function as a standalone.
- In many organizations, safety is part of the Human Resources function, making it an add-on/"nice to have" rather than core business of operations.



- Over-emphasis on production output at the cost of everything else, including safety.
- Unplanned, rushed and haphazard ways of working, unwittingly contribute to the 'perception' that production outputs come first and safety second, if at all.

These are common and recognizable factors that undermine safety in workplaces.

A safety-centric culture is multifaceted. It requires leadership and individuals to think and act in a way that promotes safety at all times.

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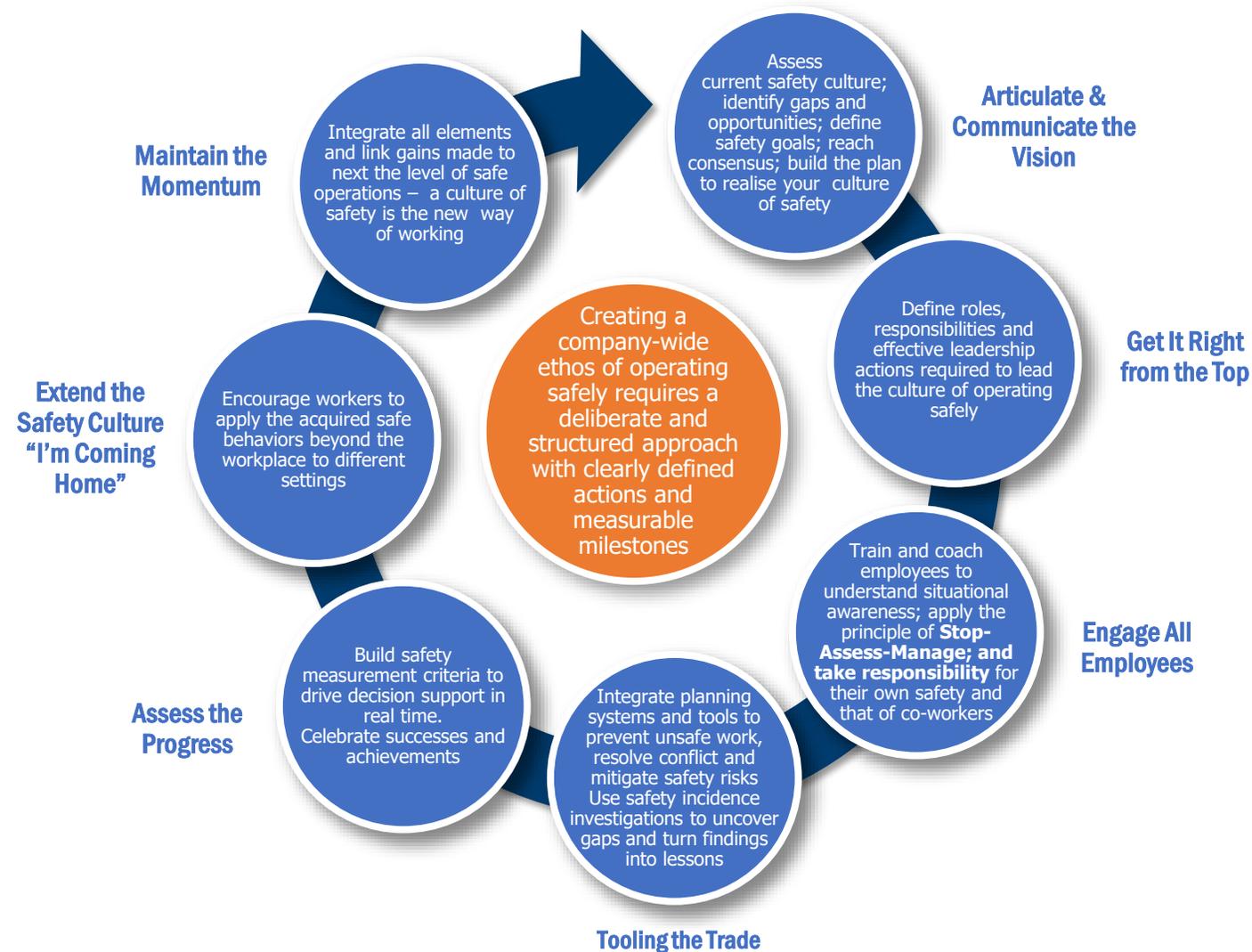
The 6-Pronged Approach to Safe Operations



This approach highlights the crucial elements necessary for creating a culture that harnesses safety by anticipating and preventing undesired outcomes, particularly loss and harm to people, the environment and/or equipment.

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Walk the Talk: The Safe Operations Journey



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Client engagement results speak for themselves



GROWTH

- 16.5% improvements in average performance
- Improved customer service indices
- 1 - 5% Revenue enhancement



OPERATIONAL

- 43% reduction in cycle time at zero harm to workers
- 40% reduction in workplace accidents
- 55% improvement in lost time reduction



FINANCIAL

- Annualized benefits of £17.75 million achieved
- 50% Planning accuracy improvement
- 30% reduction in inventory



TRANSFORMATIONAL

- Cultural shift – Safety best practices adopted as the standards of working
- Improvements of 80% in PPE compliance
- Removed silos and Improved inter-departmental collaboration

...through harnessing the power of people

Companies with poor safety records often also have a cultural problem... one that does not expect a safe operation, thus, people act accordingly. A poor safety culture is the root cause of an ineffective business. While safety is often touted as the "no. 1 priority," a great deal of the safety activity in companies is driven by compliance to legislation rather than proactive safety improvement programs.

Robert B. Hafey

- Transforming Your Safety Culture with Lean Management

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Safe Operations Examples

BEHAVIOR UNDER-MINING OUTPUTS

A leading European coal producer with a history of cumulative losses for three consecutive years, was under pressure to get the company back on track.

The CE engaged Proudfoot to improve operational and financial performance. A review of the mines revealed operational inefficiencies and critical behavioral issues that were impacting safety.

Changing behavior was crucial to embedding a safety culture within the organization. Integrated planning and a bespoke management control system rapidly improved performance.

RESULTS

1. Within 10 weeks, average performance rose to 16.5% above base
2. Over the 25 week project period 2,800 employees underwent safety behavior change training and coaching
3. Average face equipment delays dropped by 49%
4. Face productivity increased by 24%

FLY or SINK : THE DEMISE OF A BIG AIRLINE

Air France's merger with KLM resulted in an increase in passenger numbers and freight figures, resulting in a health and safety challenge.

Incidents leading to absenteeism were on the rise, impacting operational efficiency and posing reputational damage.

Senior management had an objective to reduce number of incidents by 30%. A need to create a safety culture to establish best practice was imperative.

Proudfoot installed a safety management system with tools to detect, prevent and correct unsafe behavior & situations.

RESULTS

1. Safety awareness increased across the 1,450-strong workforce
2. 30%-40% reduction in accidents
3. Fall from 10% to 2% in non-conformity of individual protection equipment use
4. Best practice and improved ways of working became the working standard

GRINDING TO A HALT UNDERGROUND

The GM of a large start-up underground project had to safely develop a multibillion dollar initiative while achieving record production and predictable productivity, under stringent safety conditions. The initial attempt of this start-up had caused it to grind to a halt because competing activities underground were not being recognised.

Proudfoot implemented an Integrated Planning Process (IPP) across the business to enable the introduction of new equipment and people to the existing infrastructure. IPP further de-risked and compressed the ramp up and expansion safely and effectively.

RESULTS

1. In 2017, the company received the Chief Executive Award recognising the exceptional safety results across their 60 sites and major projects globally
2. Lean construction implementation yielded a 43% reduction in shaft sinking cycle times at zero harm to workers
3. 23 planning routines were developed to cater for the 1000+ users of the Management Control System



Thank You

Edward Cory
Executive Vice President

O. +44 20 7710 5139
M. +44 7831 335 211
ecory@proudfoot.com
proudfoot.com

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