

SHEWAY

SAFETY HEALTH & ENVIRONMENT

SPECIFICATIONS INTRODUCTION AND GLOSSARY

FRC Program

FTE

Future

Smart Mining

GHG

Governance

Hazard

HAZOP

HAZM

Health s

HPH

Impacts

Incidents

Indicator

ISO Standards

Issues

JRA

Kepner Tregoe



WHAT IS THE SHE WAY?

The SHE Way is our Safety, Health and Environmental management system.

It brings to life our values and our principles of Zero Mindset, No Repeats and Simple Non-negotiable Standards and is essential to achieving the goals our FutureSmart Mining™ programme.

This SHE Way Standard explains what Anglo American businesses and operations must include in their SHE management system. It is part of a suite of documents including the SHE Policy, SHE Way Specifications and SHE Way Toolkit, Technical Standards (AA TS) and Safety and Sustainable Development Standards (SSD) and Specifications, External Standards and Certifications adopted by Anglo American.

SHE POLICY PRINCIPLES AND WHY?

The SHE Way policy describes how the management of SHE applies to everyone in Anglo American and the Big 3 SHE principles of Zero Mindset, No Repeats and Simple Non-negotiable Standards. To view the full policy document, [click here](#).



ZERO MINDSET

NO REPEATS

SIMPLE, NON-NEGOTIABLE STANDARDS

SHE WAY STANDARD REQUIREMENTS & WHAT?

The SHE Way standard aligned to ISO 45001:2018 and ISO14001:2015, sets out the requirements of 7 core elements of our SHE management systems.



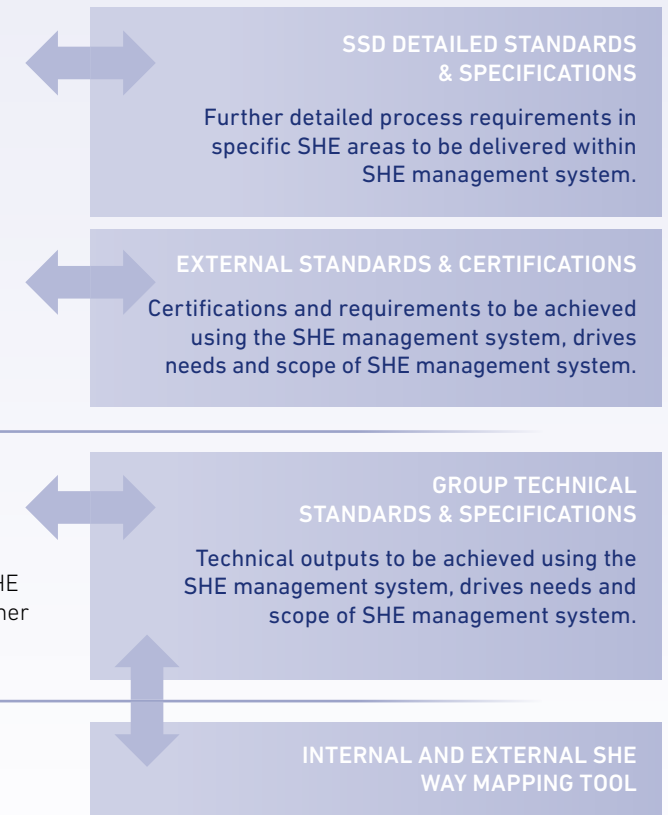
SHE WAY SPECIFICATION DETAILED REQUIREMENTS & WHAT TO DO

The SHE Way Specification sets out what is needed per element to meet the SHE Way Standard including deliverables, documented evidence and mapping to other Standards (internal and external). To access the full Specifications [click here](#). The SHE Way Specifications are part of the SHE Way suite of documents.

SHE WAY TOOLKIT TOOLS, TEMPLATES & EXAMPLE DOCUMENTS

The SHE Way toolkit provides tools and templates that can be used to meet the requirements. To access the toolkit [click here](#).

The SHE Way Tools are inclusive of ISO requirements and in line with Best Practice. They are designed to act as the starting point from which operations can develop the required documentation. Where operations are implementing the SHE Way for the first time these will be particularly helpful in ensuring alignment and full management system coverage. Where operations already have developed management systems, these tools will provide comparative material and potentially serve to enhance existing documentation.



The SHE Way Standard

The SHE Way Standard outlines the core requirements of the Anglo American SHE Management System.

It is designed to be a condensed version for easy understanding pitched at Management and Leaders across the businesses and operations.

The SHE Way elements

There are 7 SHE Way Specifications which correspond to the 7 SHE Way Elements.

The SHE Way Specifications supplement the SHE Way Standard by providing further detail on the requirements for SHE management systems at Anglo American businesses and operations.

They are intended for use by SHE Manager and Practitioners, those implementing, operating, maintaining and improving the SHE management system. They and include considerations, guidance and links to other documents that will support these activities.

SHE Way Alignment

The SHE Way Standard and Specifications:

- Align with- and include the requirements of with ISO45001 Occupational Health and Safety and ISO14001 Environmental Management. Revisions to terminology or where content is included in different specification than the ISO standards, this is identified in the relevant specification.
- Aligns to- and references the AAOM principles, practices and behaviours.

SHE Way Toolkit

The Toolkit is accompanied by a Toolkit Roadmap to assist users in navigating the use, interlinkages and expectations of each tool.

THE 7 SHE WAY ELEMENTS



LEADERSHIP

We apply leadership so that SHE priorities are central and integrated into our activities, performance targets and objectives.

We want to create an environment where we are all empowered to make the correct decisions on SHE accountable for our actions, ready to learn and share new ideas; and where together we can keep improving health, safety and environmental conditions for everyone.

We want everyone to feel support to have the courage to speak up and stop work if conditions are felt unsafe or unhealthy to continue, or if they risk harm to the environment, communities or society.



CONTEXT

We set the boundaries for a fit for purpose SHE management system by understanding where, how, with and for whom we operate and their SHE needs and expectations.



PLAN

PLANNING

We set clear plans and objectives and deliver our commitment to SHE through continuous improvement. We plan effective service strategies that allow us to meet our SHE compliance obligations, manage SHE risks and opportunities, prepare for and respond to emergency situations and take learnings from real and simulated events.



DO

OPERATIONS

We integrate SHE requirements into all operational activities including those undertaken by contractors. We manage changes proactively. We plan and initiate effective responses to emergencies.



CHECK

PERFORMANCE EVALUATION

We measure and evaluate our performance continuously and proactively. Our operations must continually measure and assess their SHE performance against the requirements of the SHE Way, SHE objectives and the SHE related risks and opportunities. This includes understanding the performance of our value chain where these are within the scope of our SHE management system.



ACT

IMPROVEMENT

We learn from what goes right, what goes wrong and what can be better. We investigate, plan and introduce improvements to deliver our FutureSmart Mining™ plan.



SUPPORT

We support the SHE Way with the right people at the right place doing the right work in the right way to drive SHE excellence.

We engage with and include everyone in our SHE journey, expecting everyone to actively participate and contribute.

HOW THE SHE WAY SPECIFICATIONS ARE PRESENTED

SHE Way Specification contents

Each SHE Way Specification contains:

- 1) Introduction: infographic that places the specific Specification with key other SHE Way areas.
- 2) Requirements: Section and subsection content.
- 3) Outputs: Deliverables for the Specification by section and recommended documented evidence that can be used to demonstrate effective implementation and operation.
- 4) Reference to Standards: Alignment areas of the Specification sections to Internal (Anglo American Standards and Frameworks) and External Requirements (i.e. ICMM, ISO, IFC & IRMA).
- 5) Fitting into the SHE Way: Flow diagram of how this Specification of the SHE Way links and flows from and into to all the other SHE Way Specifications.

SHE Way Requirements pages

The SHE Way requirements pages are designed to provide a complete understanding of the SHE Way, including the need to include this chapter and reasons why we do this.



Introduces the Section.



Provides the requirements for each section and subsection.

The SHE Way specification requirement pages include supporting information for the requirements in call out boxes.:



These indicate THINK Boxes – where you are provided supplementary information to consider whilst implementing the requirements.



These indicate DO boxes that provide clearer guidance or step-by-step instructions on how the requirement must be implemented.

SHE Way Element icons

Each SHE Way Element has a specific icon used within its own specification but also used to highlight linkages and references in the introduction, mapping and flow diagrams and other chapters.



Navigating the SHE Way Specifications

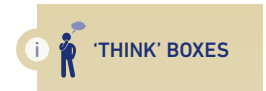
USING THIS DOCUMENT A quick guide

Finding your way around

Click on the contents boxes to the left, or use the navigation at the top of the page to move between sections and return to this page.

Expandable content

Throughout the document you will find expandable 'Think' boxes, 'Do' boxes and tools that looks like this...



Simply click on the i or + symbols to open and close the content.

Tools within the copy + **TOOL**

TERM	DEFINITION	CHAPTER
5 Year Plans	5 year plans setting out the strategic roadmap for an Anglo-American business or operation.	Context
AAOM / OM / Operating Model	<p>Operating Model is built around the theory that if the work is planned, scheduled, and properly resourced ahead of execution, the desired outcome will be achieved more consistently and at lower cost.</p> <p>It is a robust and proven business framework used across industry including mining, focusing on the areas of Operational Planning, Work Management and Feedback and Monitoring.</p>	All chapters
Accountability Framework	<p>Anglo-American Accountability Framework provides clear and consistent understand of:</p> <ul style="list-style-type: none"> • What is desirable and undesirable practice • How to create the right climate for good practice • How to manage undesirable practice so that we learn from experience <p>The accountability framework applies to all employees and contractors and encourages mindful choices about what we do as well as certain action where needed.</p>	Leadership
Analysis	Examination of a process, results or outputs in detail in order to interpret it and draw conclusions.	Performance evaluation
Anglo American businesses and operations	Refers to all wholly owned or managed Anglo American business units, operations, sites, projects, including all associated activities spanning from Discovery to Closure. Includes early and advanced exploration activities, projects, mines and processing facilities in operation, care and maintenance/other suspension of activities, closure and post-closure.	All chapters
Aspects	Environmental aspect is a feature characteristic of an activity, product or service that interacts with or can interact with the environment and/or people and can affect them positively or negatively. Some examples of aspects that should be considered as part of SHE management are provided in the SHE Way Guideline.	Planning

TERM	DEFINITION	CHAPTER
Assurance	Systematic review and assessment of documents, processes and activities that include verification, audit, review and controls testing etc. to analyse the effectiveness of SHE management systems. Assurance activities take many forms, from desktop audits, walk-throughs / walkabouts, inspections and documentation reviews through to multiple site, multiple management system audits.	Performance evaluation
Audit	A type of assurance activity that supports the implementation of standards and systems by testing and evaluating deliverables and their effectiveness in meeting required outcomes. systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled.	Performance evaluation
Baseline risk assessment	An overarching risk assessment that establishes a 'starting point for operational risk management. It is used to identify and prioritise relevant risks, hazards/ risk sources and associated unwanted events at a site/ operation and project and document high level applicable controls.	Planning
BOAT	Biodiversity overlay assessment online spatial analysis tool.	Planning
Biological Exposure Index / BEI	Is a reference value intended as a guideline for the evaluation of potential health hazards.	Performance Evaluation
Bow Tie Analysis	Bow Tie Analysis is a tool used to understand the inter-relationship between controls and whether controls are acting in barrier or recovery mode. It is a method for assessment and managing controls associated with an unwanted event.	Performance Evaluation
BTA	Bow Tie Analysis is a method for assessing and managing controls associated with an unwanted event. The Bowtie method is a risk evaluation method that can be used to analyse and demonstrate causal relationships in high risk scenarios.	Planning
BVA	Biodiversity Value Assessment	Planning

TERM	DEFINITION	CHAPTER
Capability Framework	<p>The Anglo American Capability Framework describes the qualities required in roles to enable the organisation to have the right people in the right roles doing the right work. The Capability framework is the foundation for and integrated with key people systems: strategic workforce management, recruitment, selection, talent and succession management, performance management, learning, training and career development. It is also linked to the Anglo American Job Architecture.</p> <p>The framework details the 5 elements of capability (Mental Processing Ability, Knowledge, Technical skills, Social Process Skills & Application) and maps to the levels of work where they are applicable.</p>	Leadership
Change Management	<p>Change management is about factoring people into your project planning, from day one and successfully moving from a current state to a future state, and then making sure that the change “sticks” once it has happened.</p> <p>For example, who is going to be affected by the project? How will they be affected? How might they feel about the change? When do they need to know about it, and how will we explain it? What might they need to be able to adapt?</p>	Operations Support
Chief Executive Balanced Scorecard Framework	Anglo American uses the Chief Executive Balanced Scorecard Framework for comprehensive visibility of operational performance in a way that is consistent with the principles of the Operating Model.	Operations
Competence	The ability to apply knowledge and skills to achieve intended results. Competence is a combination of knowledge, training, experience and/or qualifications.	Support

TERM	DEFINITION	CHAPTER
Contractor Management System / CMS	Contractor Management System - A system of controls to ensure that contracted services support both safe operations and Anglo American process safety and personal safety performance goals, addressing the selection, acquisition, use, and monitoring of such contracted services.	Operations
Contractors and Business Partners / C&BP	<p>Contractor and business partners are external organisations whose work performed for Anglo American includes temporary activities, discrete projects of finite duration, and those engaged under contract to carry out specific, short, medium and long-term tasks or services within Anglo American businesses and operations. These partners include an individual, a company or other legal entity with a formal supply chain or temporary employment services contract to do a specific job or to provide a specific service.</p> <p>The term contractor includes mining and non-mining contractors. This category includes any sub-contractors who are included as any part of these contractual arrangements. The term contractor also includes bidders, i.e. an individual, a company or other legal entity without a formal supply chain or temporary employment services contract to do a specific job or to provide a specific service, but which is trying to obtain such contract by going through a tender process.</p>	All chapters
Compliance obligations	Compliance obligations is the new terminology for ‘legal and other requirements’ under ISO. They relate to legal requirements that an organisation has to comply with and other requirements that an organisation has to or chooses to comply with. Compliance obligations can arise from mandatory requirements, such as applicable laws and regulations, or voluntary commitments, such as organisational and industry standards, contractual relationships, codes of practice and agreements with stakeholders such as community groups or non-governmental organisations.	Planning Performance Evaluation

TERM	DEFINITION	CHAPTER
Contributing Factors	<p>A condition that influences the effect by increasing its likelihood, accelerating the effect in time, affecting severity of the consequences, etc. Eliminating a contributing factor won't eliminate the effect.</p> <p>Contributing factors need to be examined in order to identify root causes, contributing factors themselves are not root causes. Root causes are underlying faulty process or system issues that lead to the harmful event. Often there are several root causes for an event.</p>	<p>Performance Evaluation</p> <p>Improvement</p>
Controls	<p>A means to reduce the likelihood of an unwanted event occurring and/ or minimise the consequences once an event has occurred (may sometimes be referred to as a barrier)</p>	<p>Planning</p> <p>Operations</p>
Corrective (and Improvement) Actions	<p>Actions and activities implemented to eliminate the causes of nonconformities, resolving them and preventing recurrence. A corrective action specification comprised an action and an object e.g. replace engine oil.</p> <p>When any of the conditions of performance monitoring, predefined interval servicing or operate to failure Service Strategy are selected, a subsequent Corrective Action will be required. The Operating model classifies the Corrective actions into three types</p> <ul style="list-style-type: none"> • Stabilisation • Reconditioning, and • Replacement <p>Improvement actions seek to enhance performance or controls in a specific area where opportunities for improvement are identified or improvement is in line with best practice principles.</p>	<p>Improvement</p>
Critical Control	<p>Those controls that are critical to the integrity of the overall system and significantly influence the likelihood and/ or consequence of an event (if removed, they will significantly impact the risk rating). In other words, a control that's integrity is so important that if it were compromised, there would be a good chance that the hazard/risk source would cause harm. Critical controls may be on either or both sides of the Bow Tie Analysis.</p>	<p>Planning</p> <p>Operations</p>

TERM	DEFINITION	CHAPTER
Documented information	<p>Documented information refers to information that is formally captured and is required to be controlled and maintained by an organisation and the medium on which it is contained. Documented information can be in any format and media, and from any source.</p>	<p>All chapters</p>
"Energy" approach	<p>A way of looking for hazards. The uncontrolled and/or unwanted release of energy can be the driving force of many hazards. It should be noted that not all hazards can be discussed in physical energy terms. A single energy source can create multiple hazards. Types of energies commonly found are biological, chemical, electrical, gravitational (objects or people), machine (fixed or mobile), magnetic, noise, object, people, thermal, vibration and others such as friction, wind, animal and biochemical energies.</p>	<p>Planning</p>
Emergency	<p>A serious, unexpected and potentially dangerous situation requiring immediate action or an event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which requires a significant and coordinated response. Examples may include:</p> <ul style="list-style-type: none"> • Any event which arises internally or from external sources which may adversely affect the safety of persons in a building or the community in general and requires immediate response by the occupants. • An unplanned situation arising, through accident or error, in which people and/or property are exposed to potential danger from the hazards of dangerous goods. • In terms of dam operation, any condition which develops unexpectedly, endangers the integrity of the dam or downstream property and life and requires immediate action. 	<p>Planning</p> <p>Operations</p>
EOF	<p>Elimination of Fatalities is a programme designed to ensure that no person working for Anglo American loses their life focusing on a number of workstreams and areas applicable to all Anglo American businesses and operations.</p>	<p>Planning</p> <p>Operations</p>
ESIA	<p>Environmental and Social Impact Assessment document contains the minimum requirements for Social and Environmental Impact Assessment (S&EIA) during the evaluation stage of projects.</p>	<p>Context</p>

TERM	DEFINITION	CHAPTER
Fatal Risk Control (FRC) Program	An Anglo American program with the aim to identify and implement a common set of mandatory critical controls for its highest priority safety risks. It also has an objective to ensure all operational team members understand the mandatory critical controls relevant to their job.	Planning Operations
FTE	Full Time Equivalent personnel resource. To arrive at the number of FTE personnel required, a number of hours required for an activity is first calculated and divided by a number of hours considered full time in a given jurisdiction e.g. 8 hour work day.	Support
Future Smart Mining	FutureSmart Mining™ is Anglo American’s innovation-led approach to sustainable mining. It’s a response to the global drive for safer, more efficient, and more sustainable ways to mine. Our ability to innovate – to evolve, adapt, and improve – will give us a decisive competitive advantage. So FutureSmart Mining™ is also an investment in our future.	Context
GHG	Greenhouse Gases are the gases that trap heat in the atmosphere and are often referred to in the context of managing and reducing greenhouse gas emissions leading to climate change. Greenhouse gases are comprised of 6 gases: Carbon dioxide (CO2), Methane (CH4), Nitrous oxide (N2O), Chlorofluorocarbons, Water vapour, Ozone (O3).	Planning
Governance	Governance relates to the overarching framework, processes, tools and arrangements in place for management of a system, project or a business unit.	Leadership
GRI / Global Reporting Initiative	The Global Reporting Initiative is an international independent standards organization that helps businesses, governments and other organizations understand and communicate their impacts on issues such as climate change, human rights and corruption.	Performance Evaluation
Hazard	A source, situation or circumstance with a potential to cause injury, ill health and environmental impacts.	Planning Performance Evaluation
HAZOP	A Hazard and Operability study is a structured and systematic examination of a complex planned or existing process or operation in order to identify and evaluate problems that may represent risks to personnel or equipment.	Planning

TERM	DEFINITION	CHAPTER
HAZMAT	Hazardous materials used in reference to documentation on the nature, hazards and potential risks of such materials.	Operations
Health surveillance	A system of ongoing health checks usually proactive in nature. Specific health surveillance maybe prescribed by regulations for hazardous activities. It allows for early identification of ill health and helps identify any corrective action needed.	Planning Operations
Hierarchy of Control	Hierarchy of control is a framework in which to position controls. The hierarchy regards elimination of the hazard or risk source as the most effective control and the use of personal protective equipment as the least effective control.	Planning Operations
HPH	High Potential Hazard condition or situation which could materialise into a consequence rating of 4 (High) or higher as referenced on the Group Risk Rating Matrix.	Planning
ICOH	International Commission on Occupational Health.	Planning
IDM	Investment Development Model is the model for capital investment decision-making across Anglo American. The purpose of the IDM is to ensure that investments are aligned with Anglo American’s strategy; maximise shareholder returns on a risk-adjusted basis; are developed according to a consistent framework with clear technical and financial criteria; and meet Anglo American’s approval requirements.	Planning
Impacts	Direct or indirect changes to the environment, lives, livelihoods, health, or well-being of external stakeholders which can be positive or negative. Changes to the lives, livelihoods, health or well-being of external stakeholders directly or indirectly caused by a site. Impacts can be positive or negative. SHIRA (see below) is focused on identifying potential negative impacts. Impacts can be cumulative. Cumulative impacts are the combined effects of multiple projects/activities in an area.	Planning

TERM	DEFINITION	CHAPTER
Incidents	<p>An incident is an event which leads or may lead to the actualisation of risk. An event, which instantaneously or over the course of time, harms or has the potential to harm or otherwise negatively impact people, the environment, company assets (i.e. plant, property, or equipment) and/or the company's reputation. Within Anglo American, the following terminology should be noted:</p> <ul style="list-style-type: none"> • High potential hazard (HPH): a condition or situation which could materialise into a consequence rating of 4 (High) or higher as referenced on the Group Risk Rating Matrix, • High Potential Incident (HPI): an incident with an actual consequence rating of 3 (Moderate) or lower but possessing a reasonable worst-case potential consequence rating of 4 (High) or higher when referring to the Anglo American Group Risk Rating Matrix. 	<p>Performance Evaluation</p> <p>Operations</p> <p>Planning</p>
	<p>An unwanted event which instantaneously or over the course of time harms or otherwise negatively impacts (internal and/or external) people, the environment, company assets (i.e. plant, property, or equipment) and/or the company's reputation.</p> <p>An incident can have one or more consequences (material losses/damage/business interruption, harm to people safety, harm to people occupational health, environment, legal and regulatory, social, and reputational) as per the Anglo American Group Risk Matrix.</p>	
Indicator	A thing that indicates the state or level of something or a sign of signal that something exists or is true. Used in terms of measurement of achievement of objectives and for monitoring.	<p>Planning</p> <p>Performance Evaluation</p>
ISO Standards	Standards issued by the International Standards Organisation that set out requirements or guidance to help organisations manage their policies and processes to achieve specific objectives.	All chapters
	The SHE Way is founded on the requirements of ISO 45001:2018 and ISO 14001: 2015 and expands to include Anglo American requirements as well as various best practice approaches to build onto the management system requirements.	

TERM	DEFINITION	CHAPTER
Isometrix / Electronic management system platform	The Anglo American elected electronic management system software solutions available within the group and in some instances required for capturing of information. Examples of this are SAP, Enablon, Isometrix, BowTie XP, and other work flow, action management and audit software available within the Anglo American Group.	All chapters
Issues	<p>Issues are defined within ISO and the Social Way as important topics for the organisation, problems for debate and discussion or changing circumstances that affect the organisation's ability to achieve the intended outcomes it sets for its SHE management system. Both internal and external issues should be considered. Examples can be found in the SHE Way Guideline.</p> <p>Questions, requests for information, or general perceptions. If not addressed well, issues may become grievances. Issues do not have to be registered as grievances, but they should be recorded so that emerging trends can be identified and addressed before they escalate.</p>	<p>Planning</p> <p>Context</p> <p>Performance Evaluation</p>
	IUCN / International Union for Conservation of Nature	
JRA	Job Risk Analysis - A task-orientated risk assessment based on hazards and PUE's already identified in Baseline risk assessment, Bow Tie analysis and incident's reports that can be applied by a work team prior to undertaking a potentially hazardous activity in order to make sure that all resources are in place for safe and planned execution. It uses job observation and experience as the basis for identifying hazards and controls to be used in the execution of the task.	Operations
Kepner Tregoe (KT)	Kepner Tregoe (KT) is a decision analysis tool that is often used in mining project evaluation. It has been used and adapted to prioritize integrated mine planning opportunities in a systematic manner using a workshop forum.	Planning
KPI	Key Performance Indicator	<p>Planning</p> <p>Performance Evaluation</p>

TERM	DEFINITION	CHAPTER
Leading and Lagging Indicators	<p>Leading Indicator - Leading indicators are designed to give advanced warning of potential problems so that preventive actions can be taken.</p> <p>Lagging Indicator – is one where there is a time delay between the event that will cause a change in the measure and when the resulting change is seen in the measure</p>	Planning
LFI	Learning From Incidents is an investigation process used for all incidents, independent of consequence level and consequence type. The LFI process consists of related steps which ensure incidents are reported, investigated, learnings are shared, and corrective and preventative actions are communicated and closed-out in a consistent manner. This will ensure that, as an organisation, we collectively learn from incidents, and the effectiveness of controls is continually reviewed and improved to prevent similar incidents (repeats) from occurring.	Improvement
Lifecycle	Lifecycle refers to the various consecutive and interlinked stages of a project, product, services system or mine from planning (or in the case of a product, raw materials acquisition or generation from natural resources) to close out/ remediation or disposal (in the case of a product) and provides a framework for considering the activities, impacts and risks at these various phases.	Context Planning
LoAP / LoMP	Life of Asset Plan / Life of Mine Plan is the more detailed plan for the selected go-forward case drawn from several favourable options considered within the Resource Development Plan (RDP). It is intended to be aligned with the Asset's 5-year plan. LoAPs are updated every 1-2 years or as needed to remain aligned with plan changes.	Context Planning
Management of Change	The systematic assessment of change to operations, processes, equipment, services and personnel for potential risk and the application of appropriate actions to ensure existing performance levels are not compromised. Careful consideration must be given to the safety and environmental implications that result from any change. Without proper review, a change may result in unsafe conditions, process hazards, or operating problems. Management of change is not to be confused with Change Management , defined above.	Operations

TERM	DEFINITION	CHAPTER
Management System	A set of interrelated or interacting elements of an organisation to establish policies and objectives, for single or multiple disciplines, and the processes to achieve those set objectives.	All chapters
Measure	A value assigned process to an output or an outcome.	Performance evaluation
MOU	Memorandum of Understanding – a non-contractual bi-party (or multiple party) signed agreement confirming an understanding of arrangements.	Operations
Monitoring	The collection and analysis of financial and non-financial information on a regular basis in order to check performance against stated objectives, budget and work plan. Monitoring is normally concerned with inputs, activities and outputs.	Performance evaluation
Non-conformity	Any deviation from work standards, practices, procedures, regulations, SHE Way requirements and expected SHE management system performance that could, either directly or indirectly, lead to injury or illness, property damage, damage to the environment, non-compliance to compliance obligations, non-compliance to requirements the business or operation sets for itself, or a combination of these.	Performance evaluation
Objective	Something that is planned to be achieved.	Planning Performance evaluation
Occupational Exposure Limit / OEL	An occupational exposure limit is an upper limit on the acceptable time weighted concentration of a hazardous substance in workplace for an 8-hour workday and a 40-hour work week to which nearly all workers may be repeatedly exposed to without adverse health effects. (See also - BEI)	Performance Evaluation
Occupational Health	Occupational health encompasses the disciplines of occupational hygiene and occupational medicine.	All chapters
Occupational Hygiene	The discipline of anticipating, recognising, evaluating and controlling health hazard in the working environment with the objective of protecting worker health and well-being and safeguarding the community at large.	All chapters

TERM	DEFINITION	CHAPTER
Occupational Medicine	Occupational Medicine is that branch of medicine concerned with the study, diagnosis, treatment and prevention of disease and ill-health attributable to work	All chapters
OMS	Operating Master Schedule identifies the nature, timing and frequency of activities over the Forecasting Period. It should be used as the roadmap to the achievement of the Performance targets, i.e. the Work Management process should aim to stay close to, or converge back into the approved OMS. All production and Service work is included in the OMS, either as individual activities for the most significant work, or as grouped activities for the many minor work items.	Operations
Opportunity	'Upside' or 'positive' risk; an uncertain, beneficial event or condition that, should it occur, will result in a favourable outcome(s).	Planning
ORA	Operational Risk Assurance is the independent Anglo American audit process that provides operational risk assurance to Anglo American businesses and operations.	Operations Performance evaluation
ORM	Operational Risk Management is the process whereby the risks associated with business and operational activities are methodically assessed and addressed with the goals of achieving sustained business benefit and enhancing business resilience.	Operations
ORM Four-step approach	Anglo American approach to Operational Risk Management as per ORM Standard: Baseline risk management - Issue based risk management - Task based risk management - Continual risk management	Operations Performance evaluation
Participation Forum	Participation forum, represented by a SHE Representation Committee is a mechanism for encouraging workers participation in the design, management and implementation of the SHE management system. The forum is managed locally and may be led by a Committee made up of crossdepartmental representation across different levels chaired by an elected Chairperson. The Committee will act as a representative body and a conduit for the information from the Group as well as feeding the consultation outcomes and inputs from the consultation process to the site management and the Group.	Leadership

TERM	DEFINITION	CHAPTER
PDCA	Plan-Do-Check-Act cycle is a four-step problem-solving iterative technique used to improve business processes. It provides a simple and effective approach for solving problems and managing change, and it's useful for testing improvement measures on a small scale before updating procedures and working method. PDCA framework is core to the Anglo American SHE Way and is known as Planning, Operations, Performance evaluation, Improvement.	All chapters
Performance Evaluation	Determining the outcomes of an intervention or programme, as well as its associated value for the intended beneficiaries through systematic and regular data collection (monitoring). Its purpose is to improve the effectiveness and sustainability of interventions/programmes and to inform decision-making about future interventions/programmes.	Performance evaluation
Performance Standards	Anglo American has developed a range of Performance Standards that cover key management system areas and SHE aspects & impacts. These Standards contain mandatory, high level requirements set at corporate level, support the Anglo American SHE Vision, Principles and Policy and outline the required approach to avoiding or minimising the potential adverse SHE impacts associated with our activities. Each Performance Standard is supported by guidelines or tool boxes for example the Mine Closure Tool box.	Planning Operations Performance Evaluation Improvement
Performance Targets	The specific, measurable objectives for success of a process. Performance targets should typically consider characteristics such as: <ul style="list-style-type: none"> • Effectiveness – the delivery of the required output (which should include quantity, quality and time). • Efficiency – the resources used in producing the outputs • Sustainability – the confidence or time that the level of process performance can be sustained Each performance target should include a specification, confidence level and time interval over which the performance is required to meet the specification and confidence level.	Planning Operations Performance Evaluation Improvement

TERM	DEFINITION	CHAPTER
Post-Implementation Review / PIR	Post-Implementation Review – a review of how well the actions agreed as a result of Improvement activities were implemented. Also known as “After action review” and “Lessons learned implementation review”.	Improvement
Planned Task Observation / PTO	Planned Task Observation – task observation undertaken during work to check that controls are in place and operating as intended, <i>JRAs</i> are adhered to and to provide other feedback on task management of risks, implementation and effectiveness of controls.	Operations
Permit to Work / PTW	Permit to Work - A permit to work system is a formal system stating exactly what work is to be done, where, and when. A responsible person should assess the work and check safety at each stage. The people doing the job sign the permit to show that they understand the risks and precautions necessary. Permits are effectively a means of communication between site management, plant supervisors and operators, and those who carry out the work. Examples of high-risk jobs where a written permit to work procedure may need to be used include hot work such as welding, vessel entry, cutting into pipes carrying hazardous substances, diving in the vicinity of intake openings, and work that requires electrical or mechanical isolation. It is also a means of coordinating different work activities to avoid conflicts. A permit to work is not a replacement for robust risk assessment, but can help provide context for the risk of work to be done.	Operations
Priority Unwanted Event (PUE)	A PUE is any event with a maximum consequence rating of either 4 or 5 (high and major) on the Anglo American Operational Risk Management risk matrix. PUEs are typically identified from all potential unwanted events during the <i>ORM</i> Baseline Risk Management..	Operations Performance evaluation
RACI	RACI refers to a governance and decision making tool for assigning roles and responsibilities associated with a task, milestone or a decision within a process: Responsible, Accountable, Consulted and Informed.	Leadership Support
RCCR	The Risk and Critical Control Register is a record of the identified priority events ranked according to the degree of associated risk, as well as the critical controls for those events. It is developed because of a structured site-wide risk assessment exercise. Previously referred to as the Risk and Control Register (RCR).	Planning Operations

TERM	DEFINITION	CHAPTER
RDP	Resource Development Plan - contains the asset strategy and includes the full universe of options for the asset at the point in time. RDP options are at varying levels of confidence over the life of the asset, largely unconstrained by commercial factors. The RDP is developed separately for an asset (district) or a portfolio and is typically updated once every three years or when a major asset change occurs.	Planning Operations
Replacement in kind	A replacement item (equipment, chemicals, procedure, organisational structure, people etc.) which has the same existing design specifications, does not introduce additional risks or opportunities and for which existing controls will adequately and completely manage risks and opportunities.	Planning Operations
Resource plan	A Resource plan outlines a summary of the different types of resources that are necessary to support the successful implementation of a site SHE management system. The plan should cover the different types of resources, consideration of competencies needed, how much time is expected of various individuals over a period of time that the activities will take place, and whether the resources would need to be fully or partially dedicated to the activities.	Support
Resources	Resources refer to different types of requirements, support and input that are necessary for management of the SHE management system and may include human resources and specialised skills, organisational infrastructure, plant, equipment, technology and financial resources and natural resources.	Support
Risk	The effect of uncertainty on objectives. A combination of the likelihood of an occurrence of an event or exposure and the severity of the potential consequence that may be caused by the event or exposure.	Planning
Risk profile	The presentation of material risks that remain within the group risk register irrespective of the extent of control. Combination of all elements such as hazard identification, environmental aspects and impacts and risk assessment levels 1-4 of ORM approach.	Planning Operations

TERM	DEFINITION	CHAPTER
SASB / Sustainability Accounting Standards Board	The Sustainability Accounting Standards Board is a non-profit organization founded to develop sustainability accounting standards.	Performance Evaluation
Scope	Scope refers to what is intended to be within and outside of the activities, processes, procedures and documents within the SHE management system. Scope also determines the boundaries, including geographical and corporate of what will be covered by SHE management system implementation and risks addressed by it.	Context
SDS	Safety Data Sheet – including key details with regards materials such as toxicity, limits for use, advised procedures.	Operations

TERM	DEFINITION	CHAPTER
Service strategies	<p>AAOM approach to specify the most cost effective way to manage threats related to the process. By determining the threats that must be actively managed, characterising the critical threats, selecting the most cost effective way to predict, prevent and/or mitigate those threats, we specify the Service Strategy. There are 6 basic service strategies:</p> <p>1. Modification of the process Make design changes to reduce the threat consequence, probability or exposure. Applicable where there are alternative designs, materials or methods.</p> <hr/> <p>2. Conditions and/or performance monitoring to identify the development of a threat Followed by a secondary action to manage the threat, e.g. Stabilisation; Reconditioning; Replacement. Appropriate when either the onset of threat or rate of threat escalation is variable, and there is a detectable indication.</p> <hr/> <p>3. Service actions based on pre-defined intervals or life – usage based Appropriate where the probability of a threat is initially low, but increases rapidly after a consistent time interval. Measure a proxy for the probability of threat development (e.g. calendar or operating time, or throughput)</p> <hr/> <p>4. Back-up or containment systems to circumvent or mitigate the consequences of the failure Appropriate where above options are not feasibly or cost effective, but the consequences are not acceptable.</p> <hr/> <p>5. Operate the process to the point of failure (default option) Acceptable for potential threats with low consequence, probability and exposure. Corrective action is required to deal with results of the threat.</p> <hr/> <p>6. Planned Closure If there are is no viable and/or cost effective strategy that will reduce the risk profile of a probable threat to an acceptable level.</p>	<p>Planning Operations</p>

TERM	DEFINITION	CHAPTER
SHE	SHE relates to the Safety, Health and Environment matters.	All chapters
SHE Committee	Executive level Site / Operational Management SHE governance body that deals with SHE matters made up of site/ operational management level representation across Social, Environmental, Health, Safety, Protection Services, Human Resources, Information Management and Supply Chain.	Leadership Support
SHE Opportunity	A potential circumstance or set of circumstances that can lead to improvement in performance.	Context Planning Improvement
SHE Representation Committee	Participation forum (see defined above) to facilitate engagement of workers in SHE management system design, implementation, management and improvement.	Support
SHE Risk	A combination of the likelihood of occurrence of a work-related hazardous events or exposures and the severity of injury, ill health or environmental impact that can be caused by the events or exposures; potential adverse effects (threats). The effect of uncertainty on business objectives. An effect is a deviation from the expected – positive or negative. Risk is forward looking and refers to future events or circumstances. Risks can be defined as financial, legal or reputational threats to the business. Risks can arise from impacts and site risk registers should reflect this linkage. The actualisation of a risk should be avoided.	Planning Operations
SHIRA	Social and Human Rights Impacts and Risk Analysis is an integrated, comprehensive process for identifying, preventing and addressing potential negative impacts on external stakeholders, and risks to the business. This assessment forms part of the annual Operational Risk Management process.	Operations
Simulations/ Simulated events	A controlled enactment of a work-site emergency event, to test the emergency response plan in a controlled manner.	Operations

TERM	DEFINITION	CHAPTER
SLAM	'Stop Look Assess Manage' A step-wise approach for continuous risk management (Layer 4 of <i>ORM</i> process). This is undertaken before a task is performed; when any changes are identified and after completion of the task for effective handover.	Operations
SLP	Safety Leadership Practices set out the leadership practices and behaviours that are expected to be demonstrated and encouraged in order to create a stronger safety culture and prevent harm to our people and the environment.	Leadership
SMP	While we continue to meet the ever-growing demand for our products, we must play our part to address the environmental challenges of a carbon-constrained world and society's wider expectations of us as enablers of change. The far-reaching and ambitious Sustainable Mining Plan was launched in 2018 as part of the FutureSmart Mining™ programme. The Sustainable Mining Plan was developed through extensive internal and external engagement and analysis of critical opportunities and risk, including the UN Sustainable Development Goals (SDGs), and is built around three major areas or Global Sustainability Pillars: <ul style="list-style-type: none"> • Developing trust as a corporate leader, providing ethical value chains, policy advocacy and improved accountability to the communities we work with. • Building thriving communities with better health, education and levels of employment; and • Maintaining a healthy environment through using less water, delivering positive biodiversity outcomes, and moving closer to our vision of a carbon neutral mine. At the heart of the Sustainable Mining Plan is Collaborative Regional Development, our model for bringing long-term sustainable development opportunities to the regions around our operations.	Context Planning Operations
SOP	Standard Operating Procedure – a formal set out procedures setting out process flows, activities, deliverables and actions expected to be completed.	Leadership

TERM	DEFINITION	CHAPTER
Social Performance & Engagement / SP&E	Anglo American Group Social Performance and Engagement exists to deliver a lasting, positive contribution to local communities and those affected by our activities as governed by the Anglo American <i>Social Way</i> .	Improvement
SSD	Safety and Sustainable Development	All chapters
SSD Standards (Group)	Performance standards and procedures supporting SSD objectives and support Anglo American's commitment for health and safety and to minimise harm to the environment.	Leadership
Stakeholders	Interested or affected parties, including: neighbouring communities and businesses; local, regional, and national governments (i.e. the authorities); employees, contractors, and suppliers; non-governmental organisations and community based organisations; media groups; other Anglo American operations and Anglo American corporate centre.	Leadership
STEEPLE analysis	An assessment of the external factors across Social, Technological, Economic, Environmental, Political, Legal and Ethics domains.	Context
Susceptible environment	Susceptible environments are those which are particularly accessible or especially liable or subject to harm and so require increased protection.	Planning
SWOT analysis	An assessment of an organisation and its contextual setting along the dimensions of Strengths, Weaknesses, Opportunities and Threats,	Context
TARP	Trigger Action Response Plan which is derived from a mine's Major Hazard Management Plan, setting out documented and known workplace hazards that need to be continuously checked for.	Planning
TCFD / Task Force on Climate-related Financial Disclosures	The Financial Stability Board created the Task Force on Climate-related Financial Disclosures (TCFD) to improve and increase reporting of climate-related financial information.	Planning

TERM	DEFINITION	CHAPTER
The Big 3	Anglo American top line guideline principles of a Zero Mindset, No Repeats and Simple Non-negotiable Standards.	Performance Evaluation
Threats	A condition or action that has potential to cause harm, either to communities, employees, the environment or the process performance. The cause of a Functional failure. The Operating model recognises the types of Threat as: Stress; Chemical; Wear; Fouling and Obsolescence.	Context Planning Operations
Verification	The process of establishing the validity, accuracy and veracity of the process, outcomes or outputs, measures, assessment etc.	Performance evaluation
VFL	Visible Felt Leadership is a face-to-face discussion at the workplace between people doing the work and a leader and it involves connecting on a one to one or small group basis around a task or activity and how to make sure that it is done safely. Although it has a broader-based personal touch, there is always a powerful safety element, it's recognises people for doing the right things and, where necessary, address any inappropriate behaviours. It's also about coaching, demonstrating commitment and communicating better. It focuses on recognising and reinforcing positive behaviours, and helping people to change inappropriate (unsafe) behaviours and it has an element of constantly searching for safer ways of carrying out the work.	Leadership
Vulnerable persons	Vulnerable persons are those who are at risk of having their workplace entitlements denied, or who lack the capacity or means to secure them. Health and safety should not be used as an excuse to justify discriminating against certain groups of workers. The term is also used for those persons to whom exposure to health and safety hazards has increased consequence due to existing health, physical or mental issues or other causes.	Planning

TERM	DEFINITION	CHAPTER
WED	<p>Work Execution Document - a concise “checklist” to support frontline teams in successful execution of task to plan before, during and after execution as required. The WED enables confirmation of the task steps and key clarifications about designed controls, conditions, specifications etc. during execution. The purpose of the control execution specification is to confirm: - The availability and functioning of a control as per design; or that a control has been executed/implemented.</p>	<p>Planning Operations</p>
WRAC	<p>Workplace Risk Assessment and Control - In the first layer of ORM, sites should look across an entire operation systematically to identify priority unwanted events, analyse them and the relevant responsibilities. This is typically done using a Workplace Risk Assessment and Control (WRAC) tool application.</p> <p>A structured review technique to identify and analyse hazards in the workplace and to check the adequacy of existing or planned hazard controls.</p>	<p>Planning</p>
Your Voice	<p>Anglo American’s group wide whistleblowing programme, which provides a confidential and secure means for employees, suppliers, business partners and other stakeholders to raise concerns about breaches in company Business Principles.</p>	<p>Leadership</p>

SHE WAY		ISO 45001		ISO 14001	
1 Leadership	Leadership and Commitment	2) Leadership and worker participation	Leadership and Commitment	2. Leadership	Leadership and Commitment
	SHE Policy		OH&S Policy		Environmental Policy
	Roles, Responsibilities and Authorities		Organizational roles, responsibilities and authorities		Organizational roles, responsibilities and authorities
	Consultation and Participation of Workers		Consultation and Participation of Workers		
2 Context	Context	1) Context	Context	1. Context	Context
3 Planning	Planning	3) Planning	Actions to address risks and opportunities	3. Planning	Actions to address risks and opportunities
	Compliance obligations including legal requirements: Compliance obligations		Determination of legal requirements and other requirements		Compliance obligations
	Compliance obligations including legal requirements: Compliance activities				
	Environmental Aspects and Impacts, Safety and Health Hazards		Hazard identification and assessment of risks and opportunities		Environmental Aspects
	Risks and opportunities				
	Objectives setting		OH&S objectives and planning to achieve them		Environmental objectives and planning to achieve them
4 Operations	Operational planning and control	5) Operation	Operational planning and control	5. Operation	Operational planning and control
	Contractor management		Procurement		
	Management of change		Management of change		
	Emergency preparedness and response		Emergency preparedness and response		Emergency preparedness and response
5 Performance Evaluation	Monitoring, measurement, analysis and Evaluation	6) Performance Evaluation	Monitoring, measurement, analysis and Evaluation	6. Performance Evaluation	Monitoring, measurement, analysis and Evaluation
	Demonstration of Compliance		Evaluation of Compliance		Evaluation of Compliance
	SHE Way Assurance		Internal Audit		Internal Audit
	Management Review		Internal Audit Programme		Internal Audit Programme
	Management Review	Management Review	Management Review	Management Review	
6 Improvement	Incidents	7) Improvement	Incident, Non-conformity and corrective action	7. Improvement	
	Non-conformities				Non-conformity and corrective action
	Corrective and Improvement Actions				
	Continual Improvement		Continual Improvement		Continual Improvement
7 Support	Resources	4) Support	Resources	4. Support	Resources
	Competence		Competence		Competence
	Internal communication and awareness		Awareness Internal Communication		Awareness Internal Communication
	External communication		External communication		External communication
	Documented Information		Documented Information		Documented Information
	Engagement and Participation				

