

**Contractor Safety Summit, South Africa**  
Wednesday 8 September 2009

**Good afternoon to you all.**

It's a great pleasure for me and my colleagues to welcome you to this first-ever Anglo American Contractor Safety Summit.

We all know that safety has to start at the top. So your being here today, representing the most senior level of your respective companies, is an indication of the value that you, like us, place on safety and on the well-being of our people.

So much of the success of our operations – not only in safety, but in many other areas – is dependent on how well the contractors who work for us become one team with the Group's employees.

In today's session, we're going to share, learn and discuss how we can work together so that our employees and our contractors can work safely and go home to their families without harm.

We're not alone in saying we're committed to safety; many companies claim a zero injury focus, while others say they are working to prevent injury. But words alone are not enough. It is the actions, the leadership, and the passion that make these declarations come alive.

So for Anglo American to say that we're leading with safety is not a slogan. It is a basic human right for employees to be skilled and empowered to work safely.

Our commitment – and my personal commitment – is to achieve Zero Harm. That's why safety is the first of our Anglo Guiding Values and the highest priority in all that we do.

Of course, to achieve Zero Harm, each and every one of us has to believe it is attainable.

It also requires every person to have a mindset where doing the right thing from a safety perspective becomes automatic. I know that getting to this point won't be easy and will take a great deal of effort and commitment.

As leaders, it is our duty to create the supportive environment for safe operations. The example we set through the actions we take or don't take, and through the conversations we have, or don't have, influence the decisions and actions that are taken in the workplace, every day.

People need to know that if they find themselves in a situation where they or their colleagues are at unacceptable risk, they must stop work and ask for help. The company will support them, and our supervisors need to give them confidence that this support will always be forthcoming.

At present, people die because they don't fully appreciate the risks they are exposed to, or because they're prepared to tolerate them.

This has to change.

Our role as leaders is to give people both the confidence and competence to ensure such situations do not arise – and, if they do, to take themselves out of these situations.

As you will know, I have closed shafts, changed management and terminated contracts in the interests of safety. And I will have no hesitation in doing the same again if that is what it takes to keep people safe.

I have also said that we will only promote managers who manage their business safely, and will not promote those whose safety performance is poor.

The same principle holds for our contracting partners. We will only work with organisations which share our commitment to Zero Harm and who treat their employees with respect and care.

It is my firm belief that when you show people that you respect and care about them, then they care for one another and for the business itself.

Safe production is one of the foundations for the future of our business.

Our ambition is for Anglo to be the leading mining company – and this must start with safety.

We know that we are not there yet. We still have a long way to go if we are to achieve Zero Harm across our businesses.

But we know that fatality-free and LTI-free mining really is possible because we are achieving this on a regular basis in the great majority of our operations, across the business units and geographies.

When I reflect on Anglo's safety performance, I am greatly encouraged by the many examples of excellence both here in South Africa and across the rest of the world – where Zero Harm is being measured not just in weeks, or even months, but in years.

In Platinum, we are seeing more sites achieving zero LTIs: Anglo Platinum's Union Concentrator slag plant has achieved three years totally injury-free, while Mortimer Smelter has operated for more than four years LTI-free.

Anglo Coal's Isibonelo colliery, which received an Outstanding Safety Performance Special Award in this year's Chief Executive Safety Awards, has operated with no lives lost since 2005.

These are examples to us all and to the whole mining industry in South Africa.

However, people are still losing their lives, being permanently disabled and seriously injured while working for Anglo. And the reality is that many of these are contractors. Last year, 28 individuals lost their lives and, of these, 57% (16) were contractors.

We simply cannot accept this.

Whenever I receive a call from one of the CEOs notifying me of an incident, my immediate feelings are always for the families of those we have lost.

I then begin to question; are we doing enough? Do these incidents suggest that our programmes aren't working?

In the past, we have often focused on the mistakes we assumed were made by the individuals involved.

But the question you and I have to ask ourselves, and answer honestly, is this: what was our role in creating the environment that led to these incidents?

For instance:

- How has the contract between us been set up?
- How visible is our leadership; are we getting close enough to the action, asking the right questions, showing genuine care and respect?
- What example are we setting by what we say and do?
- Are we equipping our people with the right skills and competences?

We recognise that our success is reliant on us working effectively with you, our contracting partners.

We should never underestimate the importance of collaborative teamwork in achieving and maintaining a safe working environment. Our approach at all times needs to be aligned.

We in Anglo have a role to play, as do you, our contractor partners.

This starts with us being clear about our expectations of each other. My view is clear and simple.

I expect all our operations and projects to be delivered with Zero Harm.

I expect high standards and global consistency in the way all our operations are contracted, staffed and managed.

And I expect all of you to ensure we have experienced, competent teams working on our projects.

Equally, if you need to challenge our assumptions, or our requirements, then we welcome that and we want to work with you to get things right.

To have these discussions requires respect, honesty and a willingness to learn from one another.

We have to work in a joined-up and integrated way. Every highly successful site in our Group demonstrates this through the special connections between the people at

its core – connections between management, contractors, union officials, supervisors and workers.

To achieve Zero Harm we need to build on our successes and roll-out best practice. But we need to pick up the pace of improvements, and we must also be prepared to challenge the norms.

This requires us to demonstrate real leadership. I therefore invite you to join with us in our reaffirming our personal commitments to making Anglo American a safe place to work.

Thank you