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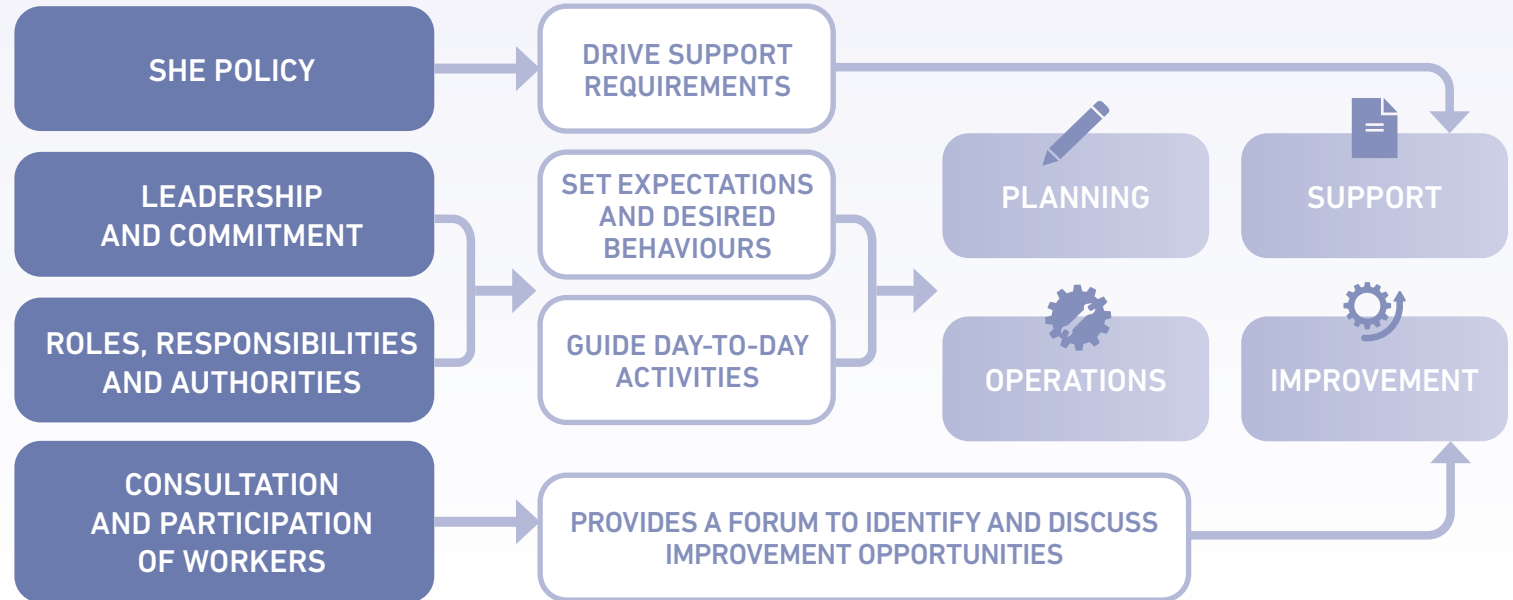


LEADERSHIP

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 and safety for everyone and the areas where we operate.

We want everyone to feel supported 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.



LEADERSHIP AND COMMITMENT



Why?

Everyone at each Anglo-American business or operation must commit to becoming the best possible SHE leader in line with **Anglo American Values** and our **SHE Policy Principles** of a Zero Mindset, No Repeats and Simple Non-negotiable Standards. If we have a good understanding of each of our SHE Big 3 guiding principles, we can apply them – as individuals, as teams and across Anglo American – so that we all play a part in maintaining a safe workplace, healthy environment; and building and maintaining thriving communities everywhere we work.

Managers and Supervisors have a particular role in implementing the SHE commitment, principles, policy and expectations in every day operations, and support their teams in embedding these practices in their activities, demonstrating **Visible Felt Leadership (VFL)**.

All individuals need to be clear on the difference between acceptable and unacceptable behaviour aligned to the **Code of Conduct** while performing work and a range of responses that may result from these behaviours. All employees and contractors will be held to account for what they do or allow to be done by the people working for them.

Leadership is the most important contributor to sustained and improved SHE performance. No matter what our role, we all have a responsibility to ourselves and each other to lead by example, demonstrate good practices, desirable behaviours and encourage them in others, thereby fostering a culture of mindfulness and accountability as well as a learning and growth mindset organisation.



How?

→ We must take ownership of SHE priorities with a general responsibility to critical thinking and undertake our specific SHE responsibilities and actions diligently, we must ensure that we are clear on our understanding, expectations and knowledge and commit to undertake self-development in this area.

→ We follow the **Accountability framework** that provides guidelines for what desirable and undesirable behaviours are and what responses would be appropriate in various circumstances. This framework supports us in making the correct decisions, keeps us accountable for our actions, ready to learn and share new ideas so that together we can keep improving health and safety and environment outcomes for everyone.

→ In demonstrating our commitment at all levels, we apply leadership to ensure the SHE priorities and themes described in the **Group SHE policy** (Standards, Communication, Risk Management and Involvement) are central and integrated into our activities, performance targets and objectives.

→ All managers must take overall SHE accountability for the effectiveness of the SHE management system and provide clarity on roles, accountability and responsibilities. They must consistently demonstrate positive leadership practices.

LEADERSHIP AND COMMITMENT



→ Management play a critical role to develop and support an engaged, aware and active workforce and must ensure that they take on a 'coaching role' and integrate accountability reviews for SHE into their management routines.

→ Managers must provide a working environment for on-site discipline where they actively encourage and champion open communication to support everyone in having the courage to speak up, act on and stop work if conditions are felt to be unsafe to continue, or if they risk harm to the environment, communities or society.

→ It is the responsibility of Managers to act as a role model, foster SHE leadership across the organisation and create space for, promote and reinforce workplace culture where speaking up is encouraged without repercussions, consistent with the principles of **Visible Felt Leadership (VFL)**.

→ Managers must proactively follow up on any instances of non-compliance, agreed actions or improvement areas and provide feedback on the action implementation or why it wasn't followed up, in order to keep people engaged.



SHE POLICY



Why?

Our **Group SHE Policy** guides us to do the right thing with regards to the management of SHE by embedding SHE into how we work.

A SHE policy sets out the expectations and commitments that are expected of the organisation which help shape its practices and activities in a way that is supportive of our SHE commitments and effective SHE management, preventing harm to our people and the environment.



How?

→ Each Anglo American business or operation must establish a SHE Policy that:

- Conforms to the **Anglo American Group SHE Policy**
- Includes any additions necessary to comply with the specific operational context and compliance obligations such as specific statute references, specific obligations to be expressly referred to, specific commitments required under external SHE standards to which the Anglo American organisation or business is party
- Is consistent with other **Anglo American Policies and Group Technical and SSD Standards** and support Anglo American's commitment for health and safety and to minimise harm to the environment
- Is reviewed and maintained continuously to ensure it remains relevant.

→ The SHE policy must be formally reviewed and updated on an annual basis.

→ There must be mechanism in place that ensure that the most senior Anglo American representative in the Business Unit is responsible for monitoring, adoption and implementation of the SHE policy in line with the **Anglo American Group SHE Policy**.

→ In situations where there is a discrepancy between domestic legislation and the **Group SHE Policy**, the higher standard must be upheld, while ensuring compliance with law and any key exceptions noted.

→ The SHE policy must be provided to all parties accessing and entering a site or Anglo American businesses or operations. It must be available in a format and language that is readily understood. In cases where there is risk of limited understanding, actions to ensure that the recipient is clear on the intent and key facts of the policy could include provision of an infographic sharing the **Group SHE policy poster** or explaining the implications clearly through induction and/or awareness sessions in local language.

→ Where Anglo American does not manage a site, but it is associated with a site through a business relationship (such as a joint venture or other business partnership), it will seek to influence the relevant site to adopt an equivalent policy if one is not already in place, and, at a minimum, a policy aimed at ensuring compliance with local laws and requirements.

ROLES, RESPONSIBILITIES AND AUTHORITIES



Why?

Clarifying roles and responsibilities at all levels and functions within the organisation is instrumental for embedding SHE expectations in everyday activities and making it clear to all the stakeholders what their roles are in ensuring effective implementation of SHE management. Everyone across all levels and functional has SHE related responsibilities.



How?

→ SHE related roles, responsibilities and accountabilities at all levels and functions within the organisation must be clearly defined and included in appropriate documentation such as job descriptions, job profiles, individual performance metrics, functional descriptions and internal reporting. These must be captured in a site level **+ SHE GOVERNANCE SECTION OF THE RESOURCE PLAN**, including a **RACI** (see **SHE Way Support Specification** for more details on RACI development).

→ Responsibilities, approvals and other authorities for roles in the SHE management system must be discussed and agreed with the relevant employees by the relevant supervisor or manager. Such responsibilities must be embedded within individual's job description and team performance appraisals.

→ It is expected of all employees to follow the rules and standards, speak up, be mindful, contribute to environment of accountability, learning and ongoing improvement within Anglo American and follow the key principles of the **Accountability Framework: Know it - Do it - Own it.**

→ This will be demonstrated through:

- Fulfilling their defined SHE responsibilities
- Conducting their work with an approach that includes preventing and/or correcting harmful behaviours or work conditions
- Refusing to allow work to be undertaken or continued where conflict exists between the SHE intended outcomes and other business priorities, for example SHE-related risks; and are not adequately addressed or conflicts exist between operating principles and SHE objectives.

CONSULTATION AND PARTICIPATION OF WORKERS



Why?

For the **Anglo American Values** and our **Principles** of Zero Mindset, No Repeats and Simple Non-negotiable Standards to be embedded in our daily activities, consultation and cooperation with all parties involved, including managers, employees and any employee representatives is crucial. Consultation can identify opportunities, assist decision making and help ensure any new ideas work effectively in practice.

By encouraging everyone to actively participate, we increase ownership and performance in SHE, and demonstration of SHE leadership behaviours across various levels within organisation, reinforcing the message that everyone is part of the solution when it comes to effective SHE management.



How?

→ We must provide mechanisms, time, training and resources for our people to be involved and heard in the development, planning, implementation, performance evaluation and improvement of the SHE management system at Anglo American businesses and sites.

→ In order for the consultation with the non-managerial workers to be effective, managers at the sites must:

- Provide timely access to clear, understandable and relevant information about SHE management systems. This may be done via emails, town halls, webinars, training sessions and/ or via representatives as may be relevant and applicable at sites

- Determine and remove obstacles or barriers to participation and minimise those that cannot be removed. This involves carrying out an assessment of the possible barriers as part of the preparation for the consultation process as part of the Stakeholder needs assessment exercise and then identifying ways to address them, or continuously identifying possible barriers and needs through the ongoing employee engagement activities

- Create a participation forum managed locally and encouraging workers representation and engagement. This forum may be led by a SHE Committee made up of cross-departmental representation (e.g. Social, Health, Procurement, Finance, Protection services, HR, Environmental etc.) across different levels chaired by an elected Chairperson. SHE Committee should also have a Board Executive committee roles and responsibilities for ongoing oversight of sustainability including wider SHE performance.

CONSULTATION AND PARTICIPATION OF WORKERS



How?

→ Various platforms are available to workers for participation in workplace activities:

- Baseline Risk Assessments
- Issue-based risk assessments
- Incident Investigations
- Development of workplace Safe Operating Procedures (SOP's)
- Observation logging
- Isometrix "Suggestions" feature also offers an opportunity to the workers to make suggestions about any workplace activities.

→ Documented evidence and records of all activities, decisions and cross-functional stakeholders' participation should be retained.

→ The tailored engagement and communication approach, covering activities to support and enable workers participation must be documented in an **+ ENGAGEMENT AND PARTICIPATION PLAN** or a section dedicated to Worker participation and engagement in a Communication plan (see Support specification for more details), which must be updated periodically.

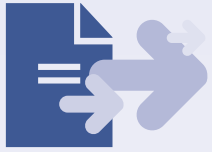
→ SHE Committee Meetings should be conducted at all Anglo American managed sites.

→ The **SHE 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.

→ The principle behind the meetings is to enhance two-way communication and to allow sufficient time for defects to be rectified before they are brought to the next level. It ensures that employees are:

- Involved in the development and review of policies and procedures to manage risks
- Consulted where there are any changes that effect workplace health and safety and/or environmental measures
- Represented on health and safety, and any other SHE matters and
- Informed as to whom their employee SHE Representatives are
- Given an opportunity to provide their input and suggestions via the SHE Representatives.

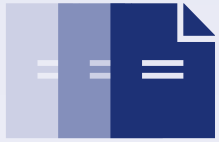




WHAT IS THE OUTPUT OF LEADERSHIP?

Click between the SHE
Way sub-element tabs





REFERENCE TO STANDARDS

In undertaking the activities in this section, the following internal and external standards are applicable (this is not an exhaustive list).

Click between the tabs:
INT = Internal References and Standards
EXT = External Standards



HOW DOES LEADERSHIP FIT INTO THE REST OF THE SHE WAY?

