



Guideline for Safety Leadership and Accountabilities

ANGLOGOLD ASHANTI

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About this Guideline

One of the key enablers of creating and maintaining a Safe working environment supported by Safe Work Practices is Safety Leadership with clear accountabilities for Safety. Leadership sets the context for how we bring our Safety value to life, ensures that the necessary systems are in place to support people working safely, and inspires and engages all employees to be mindful about managing risks effectively.

This guideline provides a helpful overview of how to give effect to Safety Leadership and the associated Accountabilities of all employees. It consists of four main elements:

1. A brief introduction outlining the key elements of the AngloGold Ashanti approach to Safety Leadership and Accountabilities.
2. The AngloGold Ashanti Standard for Safety Leadership and Accountabilities.
3. A pathway map, depicting the process of Safety Leadership and Accountabilities.
4. A detailed two page explanation of each main step in the pathway for Safety Leadership and Accountabilities.

Safety Leadership and Accountabilities
Intent
 Our goal is to ensure that we have Safety leaders at all levels of the organisation that demonstrate leadership, commitment and accountability, and who are engaged to promote and enhance a robust Safety culture.

Principles
 In implementing this standard, we will apply the following principles:

- Safety leadership and accountabilities should focus on establishing a resilient and mindful Safety culture.
- A management culture must be created and maintained that actively supports Safety objectives commensurate to our strategy.
- Managers should take a clear set of values and Safety principles which are reinforced and respected through all the structures, and leverage Safety in our core team.
- Human, financial and technological resources to enhance Safety should be allocated.
- Safety leadership practices should be implemented in respect of Managerial Leadership and responsibility for all roles, and accountabilities, as part of the System for People.

Enablers
 In order to meet this standard we need to:

- Commit to and participate in improving Safety performance through our work and leadership.
- Support the AngloGold Ashanti Safety Framework and the creation of a resilient line of occupational injury and illness.
- Be morally engaged and consistent with adjusted Safety requirements.
- Personally model and support other accountabilities for Safety.
- Display visible and consistent leadership.
- Understand our expected Safety accountabilities and behaviours.
- Believe that we cannot accept failure or compromise on Safety as our first value.

Process Requirements
 To ensure that this standard is implemented effectively, we need to have robust processes for:

- Developing, reviewing and updating Safety Framework for all of the Safety network.
- Support the AngloGold Ashanti Safety Framework.
- Define, document and communicate Safety, accountability, measurable performance indicators, lines of reporting and organisational structure for all employees.
- Identify generic managerial accountabilities with respect to Safety, Safety accountabilities and responsibilities for all roles, and all specific Safety accountabilities that are commensurate to the role and applied.
- Ensuring that appropriate skills and competency training is provided.
- Recognising, valuing and rewarding Safety performance and making necessary work arrangements for hours and outcomes.
- Enabling Safety leadership and accountabilities through the performance management process.



Establish a clear Safety vision underpinned by "Safety is our first value"

What you need to do

1. Understand the Language of Safety (Vision Statement)
2. Clarify values we are trying to achieve we want to go
3. Communicate the required vision across the business
4. Secure commitments across

Who should be involved?
 Business accountabilities include:
 • Safety
 • Leadership
 • Stakeholders

Who else is involved in the task?
 • All team supports
 • All employees in the business

Questions you need to answer
 • What is our current Safety vision?
 • What is our Safety vision?
 • How do we ensure we are Safety is our first value?
 • How do we ensure we are Safety is our first value?

Outcomes you should aim to achieve
 • Personalised and owned Safety vision and Safety in our first value.
 • Personalised and owned Safety vision and Safety in our first value.
 • Personalised and owned Safety vision and Safety in our first value.

Establish a clear Safety vision underpinned by "Safety is our first value"

Supporting Information

Why are we doing this?
 This is our business. Our business is people. Our business is people. We have a moral responsibility to protect our people from harm.

Our Safety Vision
 The commitment we want to create at AngloGold Ashanti around Safety is characterised by:
 • Leaders who are inspiring role models.
 • People who are engaged and mindful.
 • A strong commitment to leading.
 • Robust systems that support Safe work practices.
 • A conversational culture where everyone has a voice, and can make a positive, active contribution to Safety.

Leadership: The ability to inspire, influence and persuade others to align and consistently achieve the organization's objectives.

Managerial Leadership: Who organizes the leadership role forms an integral part of managerial accountability within the setting of role responsibilities in the organization. In AngloGold Ashanti this is referred to as managerial leadership.

Safety leader: Any person who influences others through their engagement regarding Safety.

Accountability: Those aspects of a role that require the individual to be responsible to by virtue of the role.

Authority: The level of decision-making which, by virtue of the role, enables the accountability to be independently fulfilled.

Trust:
 In the conversational culture, engagement means that we need each other with dignity and respect, and through conversations, we choose the conditions for the success of all people to be met. We need to trust that all people will be met. We need to trust that all people will be met. We need to trust that all people will be met.

References:
 □ AngloGold Ashanti Safety Blueprint
 □ AngloGold Ashanti Safety Framework
 □ AngloGold Ashanti System for People Managerial Leadership Practices
 □ Draft Safety Charter (for discussion)

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Our approach to Safety Leadership and Accountabilities

1. Setting the context and direction

Leadership is key to effective Safety Transformation. Leaders define the relevance and importance of Safety to the business, and describe a compelling Safety future for us all. This Safety vision is underpinned by our values, and is brought to life by following a set of Guiding Principles.

It is part of managerial accountability, and requires the ability to inspire, influence and persuade others to willingly and cooperatively achieve the organisation's objectives.

The focus for leadership within our Safety Transformation is on moving the organisation from a "command-and-control" culture to a culture of engagement and learning that stimulates mindfulness about the nature of human risk now, and in the future.

2. Clear accountabilities

Having established a clear Safety vision, we set clear accountabilities for Safety. These accountabilities include both individual accountability and collective responsibility. These are some of the key features of how we set accountabilities for Safety:

- In terms of line ownership line management carries the accountability for Safety implementation and outcomes
- Support functions are accountable for advice, designing group systems, setting standards and assisting with cross-fertilising learning across the organisation.
- There are layers of accountability throughout the organisation from management through to the front line worker.
- Each layer is accountable for different aspects of the Safety effort.
- Whilst accountability is attached to individuals, we also recognise that everyone, at all levels, lives and works in groups, and so there is collective responsibility for Safety that balances the individual accountability.

3. Creating a supportive environment

The challenge in delivering true managerial leadership is to create the conditions that allow every individual to contribute to their full capability. This is underpinned by establishing relationships built on trust, and is true for Safety as for other aspects of the business. We need to effectively use the leadership tools of symbols, systems and behaviours.

As we create a fair and just culture, people are recognised for their worth, and are able to raise issues freely, without fear or favour. All people are treated with dignity and respect and are provided with the necessary authority, resources and support to enable them to fulfil their accountabilities, and to reach their full potential.

Implicit in this belief, is that individual accountabilities are not diluted and it is also clear where the line must be drawn between acceptable and unacceptable behaviour. There are fair treatment processes in place, with fair criteria for recognition and reward or sanction.

4. Engaging people to be mindful

Managing hazards and risks is not just something that is done by site management and Safety specialists. While a lot of good work can be done to build strong defenses into our operating processes and work practices, it is not possible to foresee every potential risk or envisage what particular circumstances may exist at a specific point in time that may expose workers to harm.

This is why we need to create a culture of mindfulness, engaging the whole workforce to think about the risks that surround them, to notice things in their environment that are not as they should be, and to take responsible action to protect themselves and their workmates from harm.

Only if we all play our role, as individuals, as supervisors of teams, as managers of workplaces or as leaders of the organisation, will we be able to deliver on our full capability to manage hazards and risks effectively.

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Intent

Our goal is to ensure that we have Safety leaders at all levels of the organisation that demonstrate leadership, commitment and accountability, and who are engaged to promote and enhance a resilient Safety culture.

Principles

In implementing this standard, we will apply the following principles:

- Safety leadership and accountabilities should focus on establishing a resilient and mindful Safety culture.
- A management culture should be created and maintained that actively supports Safety objectives, commitments and strategies.
- Management should have a clear set of values and Safety principles which are understood and respected through all line structures, and have the authority to act on them.
- Human, financial and technological resources to manage Safety should be allocated.
- Safety leadership practices are an integral part of Managerial Leadership and form part of all roles and accountabilities.

Attitude

In order to meet this standard we need to:

- Commit to and participate in improving Safety performance through our work and leadership.
- Support the AngloGold Ashanti Safety Framework and the creation of workplaces free of occupational injury and illness.
- Be mindful, engaged and compliant with stipulated Safety requirements.
- Personally reflect and assign clear accountabilities for Safety.
- Display visible and committed leadership.
- Understand our expected Safety accountabilities and behaviours.
- Believe that we cannot accept injuries or impairment to health as a natural consequence of our work.

Process Requirements

To ensure that this standard is implemented effectively, we need to have robust processes for:


- Developing, reviewing and updating a Safety Policy as part of the Safety Framework, through appropriate consultation, and based on the company values and Safety Guiding Principles.
- Defining, documenting and communicating roles, accountabilities, measurable goals, lines of reporting, and organisational structures for all employees as defined by the System for People.
- Application of generic accountabilities with regard to Safety, Safety accountabilities appropriate to each level of work, and job specific Safety accountabilities that are communicated, understood and applied.
- Ensuring that appropriate skills and competency training is provided.
- Recognising, reinforcing and rewarding Safety initiatives, innovations and desired behaviours and outcomes, and dealing appropriately with unacceptable behaviours and outcomes.
- Evaluating Safety leadership and accountabilities through the performance review process.

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Guideline for Safety Leadership and Accountabilities Pathway

Learning embedded into the organisation driving a cultural change




Setting the context

1 **2**



Establish a clear Safety vision underpinned by "Safety is our first value"



Understand the Guiding Principles which shape decisions and actions



Clarify Safety accountabilities for all employees at all levels



Recognise the capability and competences required to give effect to the Safety accountabilities



Embed Safety leadership practices into the way we work

Safety Leadership in Action

6 **7**



Model Safety leadership behaviours and build trust through actions



Review Safety leadership practices to become even better leaders

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1 Establish a clear Safety vision underpinned by “Safety is our first value”

SAFETY LEADERSHIP AND ACCOUNTABILITIES –SETTING THE CONTEXT



What you need to do



- Review the AngloGold Ashanti Safety BluePrint.
- Consider the aspiration of workplaces free of occupational injury and illness.
- Develop a shared meaning of “Safety is our first value” and its application to individuals, teams and the whole organisation.

- Review the Safety Culture using the AngloGold Ashanti Safety Culture survey.
- Have a strategic conversation on Safety in the business unit and workplace, developing and aligned Safety Vision.
- Identify the critical issues being faced in bringing about a safety cultural transformation.

- Utilise the Safety Leadership Assessment Tool to evaluate against Safety leadership best practices.
- Identify what actual leadership behaviours need to be changed to drive a cultural shift.

- Develop a Safety Charter for management and all employees.
- Ensure visible commitment, such as signing commitment to the charter.
- Develop a communication plan for leadership activities.

Who should be involved?

Person/s accountable for outcomes:

- EVPs – align Safety vision with business vision
- SVPs – ensure implementation and sustainability

Who else is involved in the process?

- Local SP team (support)
- H&S professionals (support)
- Site H&S committees, unions and other key stakeholders.

? Questions you need to answer

- What is AngloGold Ashanti’s Safety vision?
- Where are our operations in relation to the AngloGold Ashanti Safety vision?
- How do we develop an aligned vision for our Business Units and work teams?
- What do we mean when we say Safety is our first value?
- How do we live Safety as our first value?

Outcomes you should aim to achieve

- A clear and shared understanding of the business safety vision and Safety is our first value.
- Personalisation of the AngloGold Ashanti Safety vision to the operations.
- A Safety Charter outlining management and employee commitments to working Safely and creating Safe workplaces.

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1 Establish a clear Safety vision underpinned by “Safety is our first value”

Supporting Information

Why are we doing this?

People are our business... Our *business* is people.

We have a moral imperative to protect our people from harm.

Safety is also a business imperative. A compromise in Safety means a compromise in achieving our business objectives. Unsafe operations result in reduced productivity and returns, increased costs and negative effects to the environment and communities.

Success in Safety will give us the social licence to operate in all parts of the world.

Safety Value Statement – “Safety is our first value”

We are responsible for seeking out new and innovative ways to ensure that our workplaces are free of occupational injury and illness. We live each day for each other and use our collective commitment, talents, resources and systems to deliver on our most important commitment.... **to care**

Our Safety Vision

The environment we want to create at AngloGold Ashanti around Safety is characterised by:

- Leaders who are inspiring role models
- People who are engaged and mindful
- A strong commitment to learning
- Robust systems that support Safe work practices
- A conversational culture where everyone has a voice, and can make a positive, active contribution to Safety

In this context we reaffirm our belief that we cannot accept injuries or impairment to health as a natural consequence of our work.

We need to adopt new approaches to unlock the intelligence and mindfulness of all people. We believe that the key way to do this is to engage the organisation in an ongoing and living conversation about hazards and risks and how we manage them.

In this conversational culture, engagement means that we treat each other with dignity and respect, and through conversations, we create the conditions for the talents of all people to be mobilised as we reach our full potential, mindfully manage risk, and live People are the Business.

Leadership: The ability to inspire, influence and persuade others to willingly and cooperatively achieve the organisation’s objectives.

Managerial leadership: The process in which a Manager sets the purpose and direction for her/his Subordinates, and gets them to move along together with her/him, and with each other, in that direction with competence and full commitment. All Managers carry leadership accountability.

Safety Charter: A document which articulates required Safety practices and commitments for all employees and managers.

Tools and Resources

- AngloGold Ashanti Safety BluePrint
- AngloGold Ashanti Safety Framework
- AngloGold Ashanti System for People Handbook
- AngloGold Ashanti Safety Leadership Assessment Tool

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2 Understand the Guiding Principles which shape decisions and actions

SAFETY LEADERSHIP AND ACCOUNTABILITIES –SETTING THE CONTEXT



What you need to do



- Review the AngloGold Ashanti Safety BluePrint.
- Consider how the Guiding Principles contribute to achieving the Safety vision.

- Consider the implications of the Guiding Principles on leadership actions.
- Consider the implications of applying the Guiding Principles across your part of the organisation.

- Develop a Regional Safety Policy which is consistent with the Global Safety Policy.
- Develop an approach to communicating and rolling out the policy across all Business Units.

Who should be involved?

Person/s accountable for outcomes:

- EVPs

Who else is involved in the process?

- H&S professionals (support)
- Work teams
- Site H&S committees, unions and other key stakeholders

Questions you need to answer

- How do the Guiding Principles underpin achieving the Safety vision?
- Why are they relevant to the Safety Policy?
- How does the Safety Policy drive the business Safety strategy?

Outcomes you should aim to achieve

- Regional Safety Policy aligned to the Global Safety Policy
- Policy in place setting the context for achieving the Safety vision

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2 Understand the Guiding Principles which shape decisions and actions

Supporting Information

Guiding Principles

1. We set clear accountabilities for Safety

These are some of the key features of how we set accountabilities for Safety:

- Line management carries the accountability for Safety outcomes and implementation.
- Support functions are accountable for advice, designing group systems, setting standards and cross-fertilising learning across the organisation.
- There are layers of accountability across the organisation.
- Each layer is accountable for different aspects of the Safety effort.
- Whilst accountability is attached to individuals, we also recognise that everyone, at all levels, lives and works in groups, and so there is a collective responsibility for Safety that balances the individual accountability.

2. We understand and manage hazards and risks

We are continuously on the journey of understanding and managing our hazards and risks. Critical features of this journey include:

- Risk includes both known risks (e.g. active risk profiles), and the discovery of, as yet unknown risks.

- The journey combines both understanding and managing (e.g. understanding silicosis risk does not equal managing silicosis risk).

3. We engage our workforce in all aspects of their work

We believe this is key to success and will be central in creating a resilient organisation. In a sense, it informs and enriches all the other Guiding Principles:

- Engagement means a two way process where the workforce is involved in the full problem identification and solving process – not just in the implementation of solutions.
- Engagement requires deep listening on all sides.
- Engagement does not dilute the clear accountabilities for individual decision-making.

4. We support the action of our team members by providing the necessary resources to complete their work

We provide the necessary resources to achieve our Safety objectives and to implement the key learning from our risk identification. These resources will include the necessary knowledge, organisation, tools, systems and training required.

5. We have a relentless and broad commitment to Safety – within the workplace and beyond

Our leaders are relentlessly committed to Safety and encourage employees to manage risk beyond the workplace. Without this broad approach, we cannot develop in our workplaces the mindfulness around Safety that is necessary for success.

6. We continuously assess, review and improve our Safety performance and experience

This means that we learn from mistakes and create a culture where we can do that.

We also look to outside our organisation to understand new technologies and approaches that we can utilise to improve our Safety performance.

We develop a learning culture where we remain open to new possibilities – we live our values by making things happen.

Tools and Resources

- AngloGold Ashanti Values Booklet
- AngloGold Ashanti Safety BluePrint
- AngloGold Ashanti Safety Framework
- AngloGold Ashanti Safety Policy

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3 Clarify Safety accountabilities for all employees at all levels

SAFETY LEADERSHIP AND ACCOUNTABILITIES – BUILDING SAFETY LEADERSHIP CAPABILITIES



What you need to do



- Consider the Safety Policy and Guiding Principles.
- Consider generic accountabilities for all employees.
- Translate the above sets of inputs into generic Safety accountabilities for all employees.

- Consider the Safety Policy and Guiding Principles.
- Consider generic accountabilities for employees per stratum of work.
- Translate the above sets of inputs into generic Safety accountabilities for employees per stratum of work.

- Define the Safety related aspects of the work.
- Define the Safety accountabilities specific to each role.
- Define the critical tasks required to fulfil the Safety accountabilities.

- Manager establishes Safety accountabilities and tasks within subordinate Role Descriptions.
- Manager communicates and explains Safety accountabilities as part of normal work accountabilities.

Who should be involved?

Person/s accountable for outcomes:

- Sub steps 1 - 2
- Corporate Sustainability Safety
- Sub step 3 – 4
- Line Managers

Who else is involved in the process?

- Corporate SP
- Safety professionals
- Local SP and HR professionals
- All employees

Questions you need to answer

- What Safety accountabilities are applicable to all employees?
- What Safety accountabilities are applicable to all employees by virtue of their stratum of work?
- What Safety accountabilities are applicable to an employee by virtue of their specific role?

Outcomes you should aim to achieve

- Clear Safety accountabilities which are applicable to all employees at all levels.
- Clear generic Safety accountabilities applicable to stratum of work.
- Clear role specific Safety accountabilities.
- All applicable Safety accountabilities incorporated into individual Role Descriptions.

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3 Clarify Safety accountabilities for all employees at all levels

Supporting Information

Characteristics of Safety Work at different stratum levels:

Characteristics of work at different stratum levels are based on the principles of the System for People. Recognising that outputs for Safety are a normal function of work, Safety accountabilities form an integral part of normal accountabilities for work.

On this basis, generic Safety accountabilities for different stratum levels have been defined through collaboration between the Corporate Sustainability Safety and Corporate SP teams, ensuring compliance with the basic principles within the System for People. This approach has also enabled the identification of generic Safety accountabilities for all employees at all levels. A summary of these accountabilities has been incorporated into the SP Role Description templates.

Stratum	Requirements for the stratum: Generic Safety Competence
VII	Define the Safety Vision and Values for the business
VI	Create an all-inclusive Safety culture
V	Develop appropriate Safety strategies
IV	Translate and integrate Safety strategies into action
III	Implement, optimise and sustain the Safety Management System
II	Optimise processes and procedures within the Safety Management System
I	Complete tasks safely

Generic Safety accountabilities for all employees

- Identifying, understanding and addressing Safety hazards and risks
- Demonstrating behaviour that is consistent with the AngloGold Ashanti Safety Vision and Values
- Collaboration with others in pursuing the Safety goals
- Seeking opportunities for learning to improve Safety performance

Characteristics of Safety Work specific to each role:

The development of role specific Safety accountabilities takes place through the process of engagement between manager and subordinate. They are a part of the normal work accountabilities, and are specific to the work associated with the role. The detailed document on “Characteristics of Safety Work at different stratum levels” provides a guide to ensure that they are positioned appropriately for the stratum of the role.

Accountability: The personal acceptance of responsibility by an individual for her/his own work, behaviours, ethics and actions, within the scope of their role, which results in a self-motivation to give their best to fulfill or further the objectives of the business.

Authority: Legitimated power vested in a person by virtue of role to expend resources (material, technical and human).

This considers the level of decision-making which, by virtue of the role, enables the accountability to be adequately fulfilled.

Role: The position an employee occupies within the organisation structure.

Task: An assignment, with context and purpose, to produce a specified output (including the quantity and quality), within a targeted completion time, with allocated resources, and within prescribed limits(CPQQT/R).

Work: The use of judgement and discretion in making decisions in an attempt to overcome obstacles encountered in proceeding towards a goal.

Tools and Resources

- AngloGold Ashanti Safety BluePrint
- AngloGold Ashanti System for People Handbook
- Characteristics of Safety Work at different stratum levels

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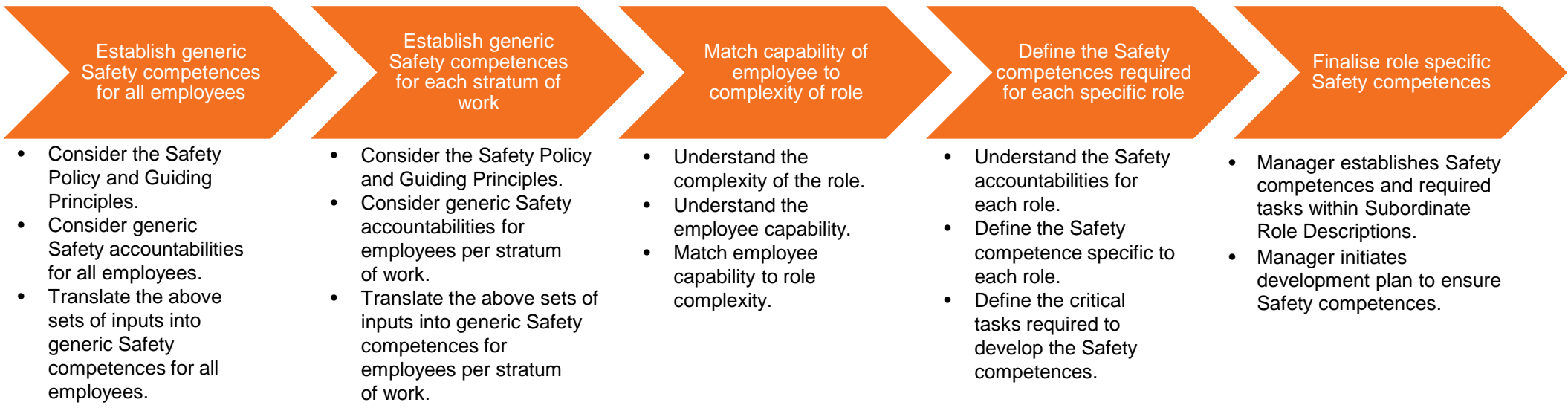
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4 Recognise the capability and competences required to give effect to the Safety Accountabilities



SAFETY LEADERSHIP AND ACCOUNTABILITIES –BUILDING SAFETY LEADERSHIP CAPABILITIES

What you need to do



Who should be involved?

Person/s accountable for outcomes:
 Sub steps 1 - 2

- Corporate Sustainability Safety

Sub step 3 – 5

- Line Managers

Who else is involved in the process?

- Safety professionals
- Local SP and HR professionals
- All employees

Questions you need to answer

- What Safety competences are applicable to all employees?
- What Safety competences are applicable to all employees by virtue of their stratum of work
- Is employee capability matched to role complexity?
- What Safety competences are applicable to an employee by virtue of their specific role?

Outcomes you should aim to achieve

- Clear Safety competences which are applicable to all employees at all levels.
- Clear generic Safety competences applicable to stratum of work.
- Employee capability matched to role complexity.
- Clear role specific Safety competences.
- All applicable Safety competences incorporated into individual Role Descriptions.

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4 Recognise the competences required to give effect to the Safety accountabilities

Supporting Information

The right person in the right role supporting Safe outcomes

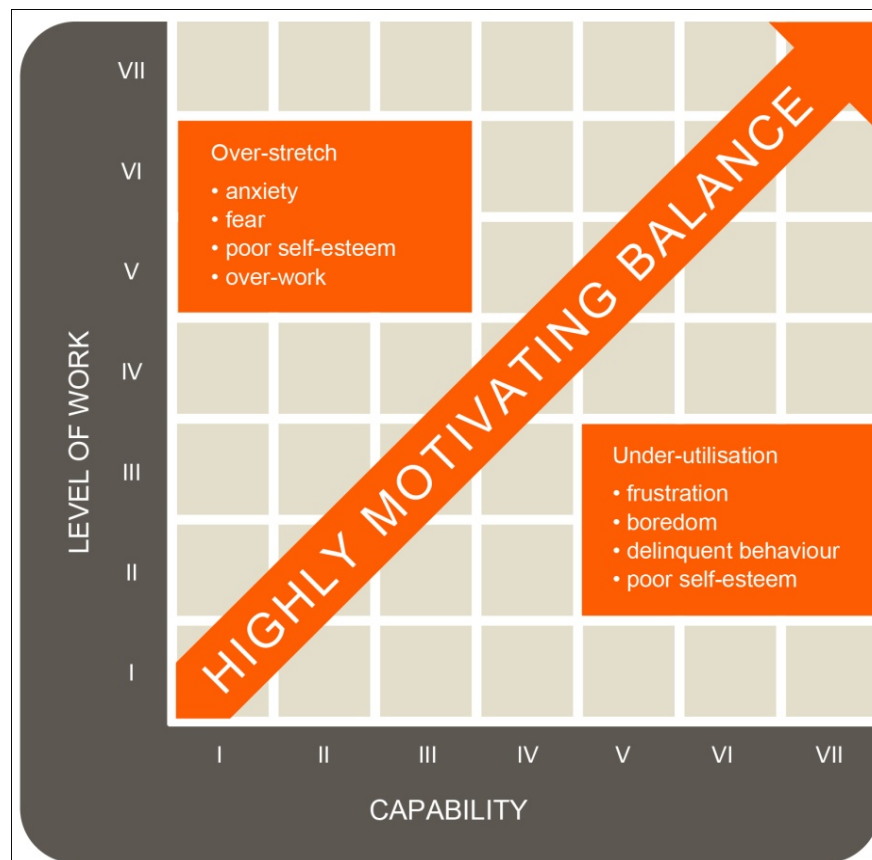
The right person within the right role is a critical determinant of Safety performance and Safe outcomes. This sets the basis for all employees to fulfil their Safety accountabilities within the context of the work they are doing .

Matching employee capability to role complexity

As Safety performance is an integral output of all work done, matching employee capability to role complexity is as important for Safety as with any other expectation required as a consequence of the role.

Recognizing the competence to fulfil Safety accountabilities

Having matched employee capability with role complexity we need to ensure that all employees have the required competence to fulfil their Safety accountabilities.



Competence: Inherent ability enabling an individual to perform a defined set of tasks.

Capability: An individual's ability to use judgement and discretion to make decisions required in doing work.

Competency: Demonstration of ability to perform a defined set of tasks.

Tools and Resources

- AngloGold Ashanti System for People Handbook
- Characteristics of Safety Work at different stratum levels

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5 Embed Safety leadership practices into the way we work

SAFETY LEADERSHIP AND ACCOUNTABILITIES –BUILDING SAFETY LEADERSHIP CAPABILITIES



What you need to do



- Ensure training in Managerial Leadership Practices.
- Review each of the 10 Managerial Leadership Practices and understand their application to Safety.
- Ensure application of Managerial Leadership Practices within the Safety context.
- Make sure that Safety Leadership improvement plans are part of individual personal development plans.

Who should be involved?

Person/s accountable for outcomes:

- Line Managers

Who else is involved in the process?

- Safety professionals
- HR and SP professionals

Questions you need to answer

- Is Managerial Leadership Practices training in place?
- How do these practices drive improved Safety performance?

Outcomes you should aim to achieve

- Clear evidence that Safety leadership is integrated into normal managerial accountabilities and practices

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5 Embed Safety leadership practices into the way we work

Supporting Information

The 10 Managerial Leadership Practices



Tools and Resources

- AngloGold Ashanti System for People Handbook
- AngloGold Ashanti Safety Leadership Assessment Tool

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6 Model Safety leadership behaviours and build trust through actions

SAFETY LEADERSHIP AND ACCOUNTABILITIES –SAFETY LEADERSHIP IN ACTION



What you need to do



- Build leadership credibility
- Create opportunities to frequently communicate the Safety vision
- Show genuine concern for others
- Act with integrity, showing consistency between words and actions
- Deliver on commitments

- Define at which organisational level the specific issues addressed lie (accountabilities)
- Make sure that you have the right mix of participants for setting context and direction, technical input and working experience
- Seek and test the best solutions from a range of options
- Empower others to act on the vision

- Underpin actions by a core set of values and act consistently with the Guiding Principles
- Use the leadership tools of symbols systems and behaviours
- Plan for and create short term wins
- Consolidate improvements and produce more changes

- Make sure that clear expectations are based on clear accountabilities
- Ensure that work practices are aligned to accountabilities
- Recognise performance meeting or exceeding expectations and manage those below expectation
- Ensure mechanisms for appeal of decisions

Who should be involved?

Person/s accountable for outcomes:

- Line managers

Who else is involved in the process?

- Health and Safety professionals (support)
- Local HR and SP professionals (support)
- Other technical disciplines
- Work teams and individuals

Questions you need to answer

- Do we say what we mean and mean what we say?
- Are we consistent in our decisions and actions?
- As leaders are we creating relationships based on trust?

Outcomes you should aim to achieve

- Consistent Safety Leadership practices are evident
- Fair treatment processes in place
- Relationships based on trust
- Motivated and engage employees driving improved Safety performance

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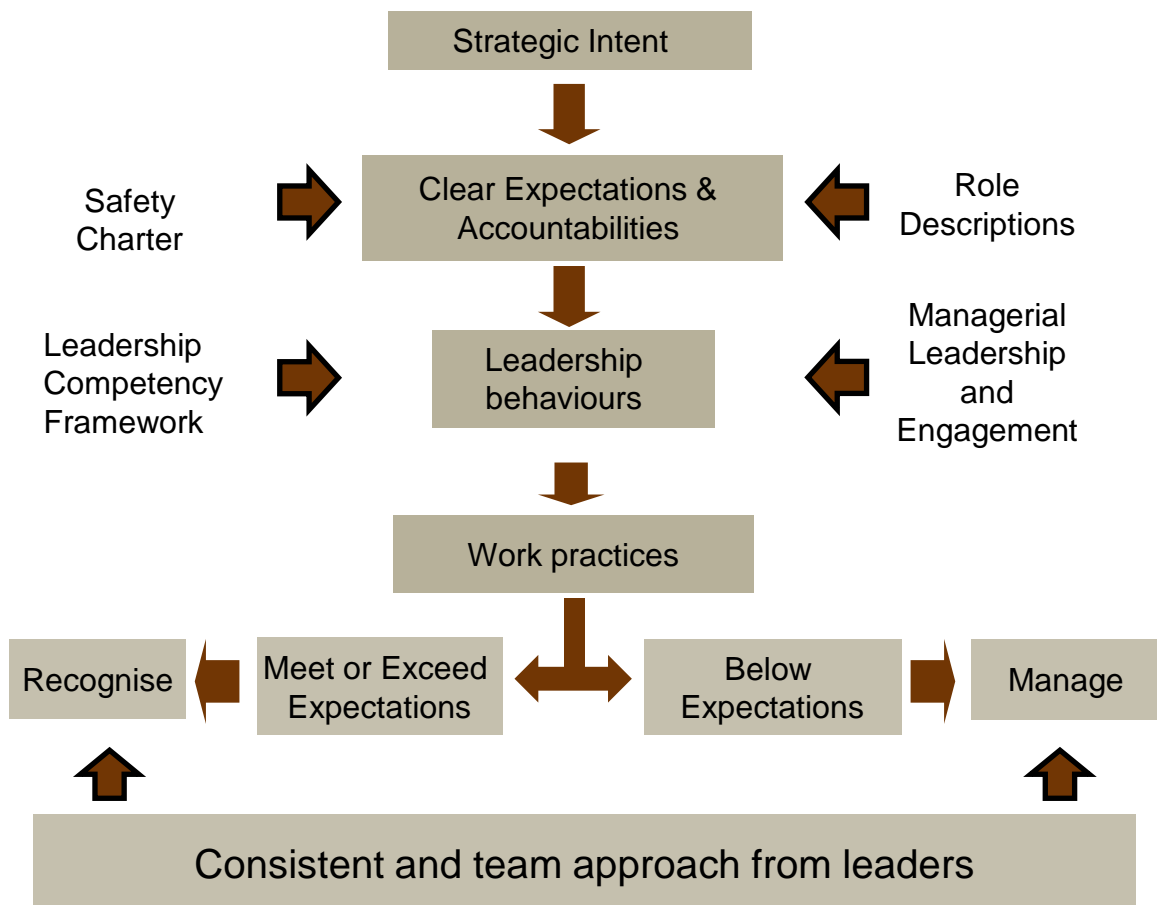
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6 Model Safety leadership behaviours and build trust through actions

Supporting Information

Safety Leadership model with fair treatment approach

A fair and consistent approach...



...based on the System for People

Tools and Resources

- AngloGold Ashanti System for People Handbook
- AngloGold Ashanti Safety Leadership Assessment Tool

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7 Review Safety leadership practices to become even better leaders

SAFETY LEADERSHIP AND ACCOUNTABILITIES –SAFETY LEADERSHIP IN ACTION



What you need to do



- Review the Safety leadership improvement plans based on the Safety Leadership Diagnostic
- Determine how progress can be demonstrated in actions
- Determine how observations and data will be collected

- Sources could include:
 - Safety Culture and Climate surveys
 - Workplace conversations
 - Safety interactions and interventions
 - Peer review
 - Safety Leadership Assessment Tool and performance improvement plans

- Determine what progress is being made in personal Safety Leadership at all levels in the organisation
- Incorporate improvement opportunities into personal development and improvement plans

- Review and update Policy, Standards, Guidelines and Procedures from time to time, to reflect learning

Who should be involved?

Person/s accountable for outcomes:

- Line Managers

Who else is involved in the process?

- Teams and individuals

Questions you need to answer

- Are our Safety Leadership practices evident, and are we seeking to continually improve them?

Outcomes you should aim to achieve

- Increasingly resilient Safety Culture

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7 Review Safety practices to become even better leaders

Supporting Information

Using the Safety Leadership Assessment Tool to improve Safety Leadership behaviours



Tools and Resources

- AngloGold Ashanti Safety Leadership Assessment Tool
- AngloGold Ashanti Safety Culture Survey

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