

# ICMM Safety & Health Conference JOHANNESBURG



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GM CONSTRUCTION  
QMM ILMENITE PROJECT

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# THE CHALLENGES OF DEVELOPING A NEW SAFETY CULTURE IN AN UNDERDEVELOPED REGION



# Background to the Ilmenite Project

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- History
- Environmental Challenges
- Social Challenges
- Government Pressure



# Project Decision

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Cost & Schedule

Safety

Responsibly

1. Environment
2. Social Issues



# Madagascar

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- Lack of development
- Lack of skills
- Lack of experience
- No precedence
- No legal framework
- Poor infrastructure



# Location





# Commitments

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- Local procurement
- Local labour
- Distribution of opportunities
- Skills training
- Development of people
- Development of infrastructure



# “Making the World Safer and Healthier is the privilege of working with a Global Company”

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- Rio Tinto sets high standards
- No exceptions regardless of the environment
- Everyone is involved
- Regular audits
- Stretch targets based on history



# Changing Market

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- New Opportunities
- Undeveloped ore bodies
- Remote locations
- New partners
- New challenges



# Where to start

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- Selection of candidates
- Input from communities
- Medical fitness
- Physical capability
- Mental ability
- Dover Testing



# Readiness for Work

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- PPE –what and why
- Hours of work
- Self discipline
- Supervision—follow instructions
- Work as a team
- Rules and discipline
- Drugs and alcohol



# Supervisor Training

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- Team leadership
- Responsibility
- Look out for each other
- Risk assessment
- Right to refuse



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“Safety is the best way to maximise  
employee’s contributions through  
improved communication and mutual  
understanding”



# Industrial Theatre

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- Simple messages
- Own language
- Own culture
- Local troupes
- Local humour
- Small audience
- Check the message



# Management Role

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- Increased visibility
- “Walk the Talk “
- Recognise safe behaviour however slight
- Talk to the people
- Talk to the supervisors



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“Safe behaviours are observed, recognised and rewarded and unsafe behaviours are discussed and corrected”



# Safety Interactions

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- Language challenge
- Culture challenge
- Fear
- Recognise the positives
- Discuss and correct the unsafe
- Get commitment to change
- Go back and check



# Increased Safety Supervision

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- Visible presence
- Involvement and commitment
- Talk to the people
- Coach not criticise
- Special type of people
- Its about people not paperwork



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“ We create pockets of excellence that  
spread and coalesce to wider society”



# Contractor Commitment

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- Eager to participate
- See the advantages
- Strategy for the future
- Competitive advantage vs. Cost of compliance
- BUT it takes time



# Contractor Future

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- ❑ See the benefits from the results
- ❑ Spread the word
- ❑ Setting new standards for their organisations
- ❑ An example to others
- ❑ “It can be done”



# Local Community

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“To achieve zero injuries we need to have a greater influence on society”

- Work with local police
- Training and equipment
- Support and advice
- Information sessions
- School educationals



# Visible results

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- Wearing of PPE
- Seat belts
- Driving behaviours
- Pride in behaviour and work
- Clean work places
- Team spirit



# Statistics

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- Over 1000 people on site
- 1 000 000 man hours worked without serious injury
- 6 months without serious incident



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**“We must strive to reach the highest state where everyone looks after everyone else and safe behaviours are reinforced”**