



Implementing transportation safety leadership engagement at Anglo American

Overview

Anglo American is one of the world's largest mining companies with over 170,000 employees across Africa, Europe, the Americas, Australia and Asia. Mining is an inherently challenging and high-risk activity and transportation-related activity is one of the biggest hazards facing Anglo American. Sadly, between 2002 and 2009, 73 people lost their lives in such incidents.

In 2009, Anglo American conducted a group-wide transportation safety audit to assess their performance and ultimately help them to achieve their vision of Zero Harm. The audit highlighted operational and behavioural issues which were systemic and representative across the business – ranging from infrastructure-related issues to a general lack of awareness among leaders of the scale of the risks. One of the audit's main recommendations was an urgent need to address attitudes and behaviours regarding transportation safety.

Our consultants were asked to develop a programme of activity that would engage the various audiences across the business. Starting with the leadership tier and subsequently engaging frontline employees in this important topic.

The challenge

The programme needed to engage site General Managers and their leadership teams who are critical to managing and driving-out transportation risks at a local level.

Communications and engagement activities needed to:

- **Create a shared understanding of the importance of focusing on transportation risks**
- **Provide an innovative means of discussing the issues**
- **Create opportunities for leaders to see the issues with 'new eyes'**
- **Help them understand how their attitudes and behaviours could make a difference**
- **Reinforce existing transport-related standards, processes and requirements.**

The engagement programme also needed to enable leaders to bring their own knowledge, cultures and experiences to bear on how best to improve local transportation safety.



The solution

Materials created for the engagement programme included: a pre-work document, DVD showing real-life incidents, a large-format self-directed team workbook, a leader's learning guide, a comprehensive facilitation guide and a follow-up action planning tool.

In addition, an animated presentation and A3 flyer were produced to help local safety teams explain the approach and value of taking part in the workshops.

To make sure that the approach and materials were fit for purpose, they were carefully tested in each Business Unit and country of operation prior to roll-out.

Following completion of the programme leaders were provided with a suite of tools with which to engage their frontline teams at site.



The outcome

To-date, five of the seven Business Units have taken part in the first wave of the programme roll-out, involving more than 1,500 leaders.

The feedback we have had so far has strongly endorsed the approach and the qualitative feedback has indicated that attitudes and behaviours are shifting:

- **83% agreed that the workshop had enabled them to consider why transportation safety was important**
- **83% felt that the process gave them a good chance to participate actively**
- **94% said they would recommend the workshop to colleagues.**

In addition, many parts of the business report a decrease in Lost Time Incidents/High Potential Incidents relating to transportation.

The icing on the cake is external recognition of the programme and we are delighted that this Transportation Safety Leadership Engagement programme has won the **2011 IABC Gold Quill Award for Communication Management (Employee/Member communication)** and is nominated for the 2011 Institute of Internal Communications (IOIC) awards.

IABC INTERNATIONAL ASSOCIATION
OF BUSINESS COMMUNICATORS

2011
Gold Quill
Awards

“ We have been hugely impressed by the ability of BB&A to produce material on transportation safety which is pertinent to the key messages we want to embed, whilst making it a fun and participative process for participants.

Our feedback confirms that for both leadership and employees/contractors the engagement process allowed them to develop important insights into the subject as a team. The most important outcome for us is that they then develop and implement action plans to address gaps in their current approach, and everyone in the group has a commitment to the outcome based on their participation.

The product is low cost to roll out in that no special training for those leading the process, particularly line management in our instances, is required.

BB&A thoroughly deserve the accolades they are receiving. ”

Dorian Emmett
Head of Safety & Sustainable Development

**For more information
get in touch at:**

t. +44 (0)1252 820812
or getintouch@bbanda.co.uk