

# GLENCORE

## Alloys Journey

Factors Contributing to  
Poor Safety Performance

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# Alloys Journey

## Safety Performance Regression

### How it all began, we started seeing:

- Fatalities;
- Increased High Potential Risk Incidents - with Energy;
- Increased Total Recordable Injuries;
- Increased Repeat Incidents;

In most cases, there is more to the story than the obvious, lagging indicators are just **symptoms of a lost race**.

We had to do something different.

But first we had to **introspect**,

- (1) As a business;
- (2) As Leaders within a business;

**It starts with us, always.**



# Alloys Journey

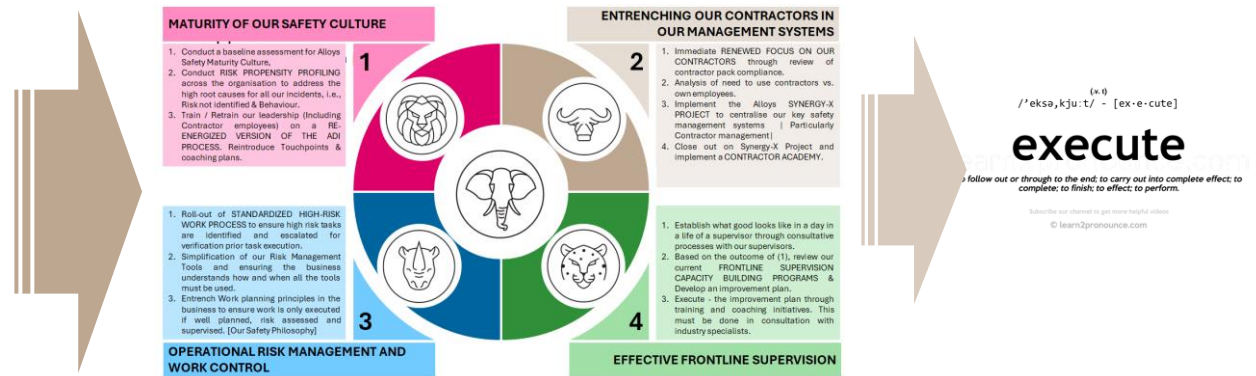
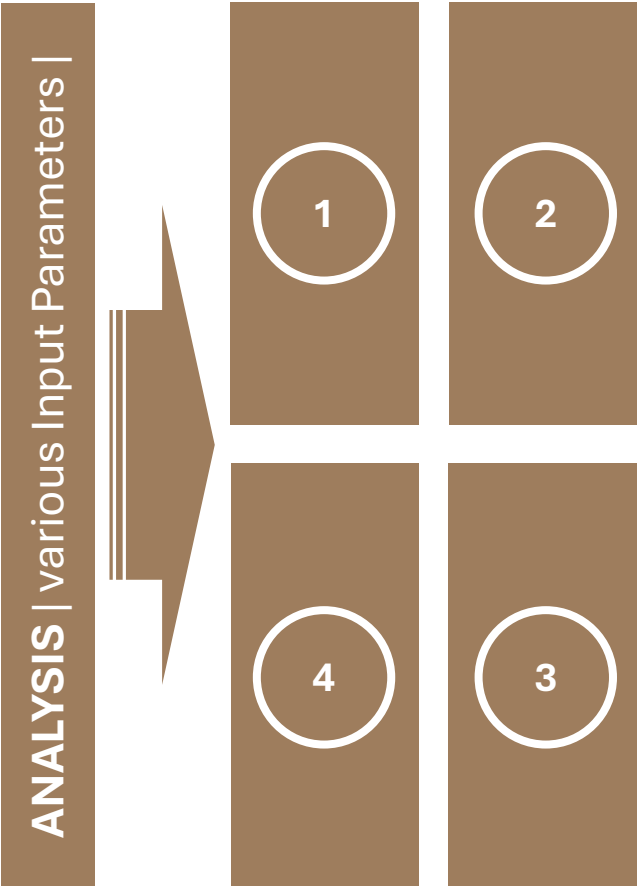
## Understanding the Problem Statement



**Incident 01**  
@ Site X

**Incident 02**  
@ Site Y

**Incident 03**  
@ Site Y

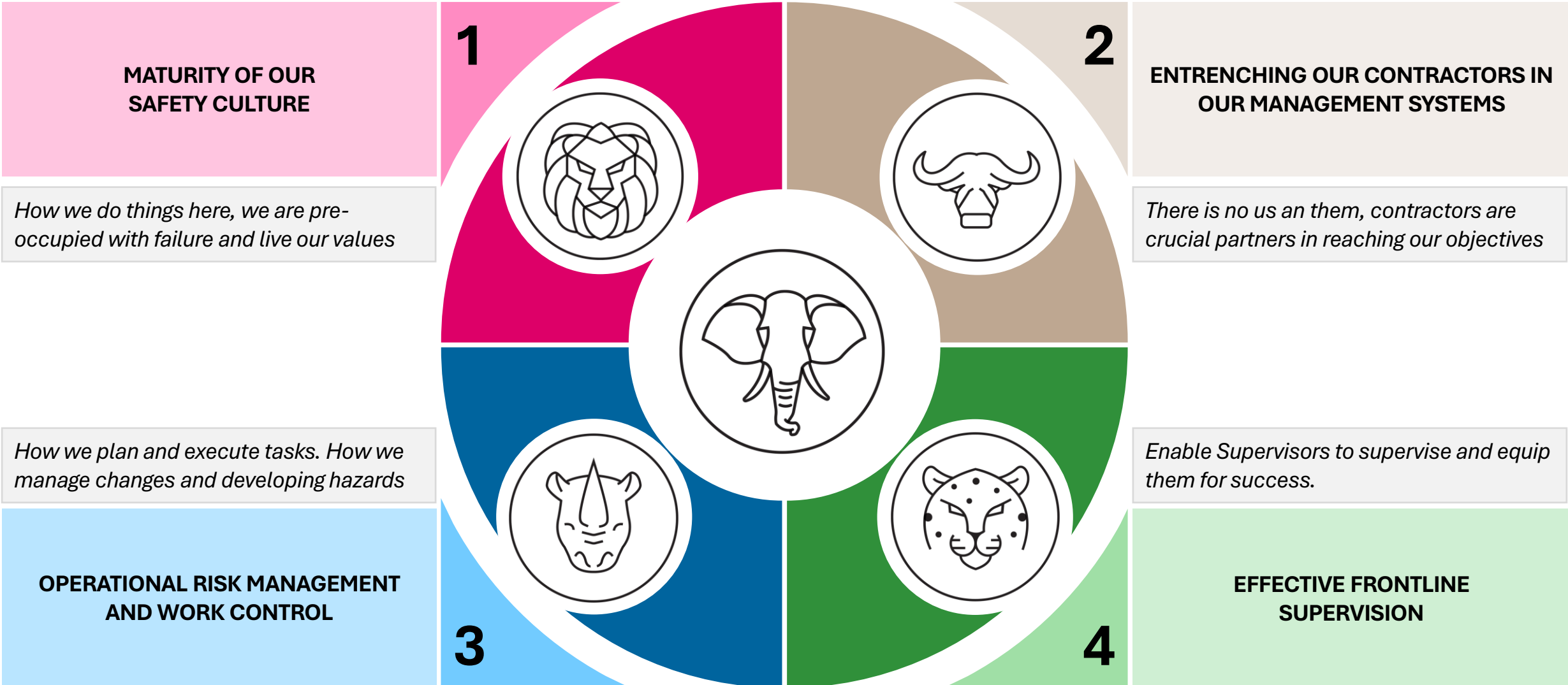


**execute**  
/ˈɛksəˌkjuːt/ - [ex-e-cute]  
to follow out or through to the end to carry out into complete effect to complete to finish to effect to perform.





# Alloys Journey | Crafting our Turn-around Plan | The Big 5



# Common Industry Challenges - Towards Zero Harm

vs the 5 Topical Areas for today

ABSENTEEISM	<input type="checkbox"/>
WORK PRESSURE	<input type="checkbox"/>
TRAINING	<input checked="" type="checkbox"/>
SAFETY CULTURE	<input checked="" type="checkbox"/>
SUPERVISION	<input checked="" type="checkbox"/>

- Although not part of our turn-around plan - also crucial.
- Ultimately addressed as part of 'Organisational Culture'.
- Accountability Framework.
- Pressure sometimes proportional to planning and efficiencies.
- Psycho-Social & Socio-Economical Factors also contribute.

# My Contribution

## | In Summary |

- We can never think we arrived - the road to zero harm requires **AGILITY** and **PROACTIVE LEADERSHIP**;
- We are all at **DIFFERENT MATURITY LEVELS** - chances are we have the same issues | varying degree of complexity |;
- **LEADERSHIP & CULTURE** [Provided it's the right one], should at least cover half the mileage;
- The industry has pockets of Good Practices in most of these topics, we must continuously encourage **OPEN SHARING AND LEARNING**;
- **OUR PEOPLE** remains our greatest assets, they have most of the solutions - they sometimes understand the problem statement better than us - its their daily reality, every shift.
- The greatest lever is Empowerment, **TRUE EMPOWERMENT** - If our people have the courage to **SAY NO** or **TO STOP UNSAFE WORK**, without fear of **VICTIMIZATION** - we will be winning.

# Thank you

Safety is a collective effort