



GROSVENOR MINE ELIMINATION OF FATALITIES PLAN 2020





ELIMINATION OF FATALITIES END STATES – GROSVENOR

LEADERSHIP

End States – Critical to Remain Fatality Free

- ✓ Leaders display drive, accountability and passion for safety at all times
- ✓ Safety leaders coach and influence on an ongoing basis across all levels
- ✓ Met Coal leaders are acknowledged within the Mining sector for safety innovation and expertise



PLANNING AND SCHEDULING

End States – Critical to Remain Fatality Free

- ✓ Robust and challenged plans that encompass whole of mine
- ✓ Plans and schedules resourced appropriately for level of activity required
- ✓ Competent and capable supervision of tasks and team members



LEARNING ORGANISATION

End States – Critical to Remain Fatality Free

- ✓ Proactively seek and implement opportunities for improvement
- ✓ Sharing is inherent in safety culture
- ✓ Use of high level control hierarchy is fundamental to approach for managing risk
- ✓ Benchmarking activities constantly increase performance



CARING CULTURE

End States – Critical to Remain Fatality Free

- ✓ Commitment to care for each other all the time
- ✓ Safety mindset across all aspects of daily life – inside and outside the gate
- ✓ Constantly monitoring, sharing and improving working conditions



RISK AND CHANGE MANAGEMENT

End States – Critical to Remain Fatality Free

- ✓ Risks are appropriately assessed at all levels
- ✓ Controls are commensurate with the risk are identified, and are applied, monitored and regularly improved
- ✓ Critical Controls are established for all high risk activities and suitability of controls are regularly challenged
- ✓ Change management is integrated into all process



MONITORING AND ASSURANCE

End States – Critical to Remain Fatality Free

- ✓ Integrity of controls for high level risk management are maintained 100%
- ✓ Internal and external assurance for critical & high risk hazards is routine
- ✓ Met Coal appropriately resourced with regulatory compliances embedded





ELIMINATION OF FATALITIES ACTIONS - GROSVENOR

LEADERSHIP

2020 Actions

- ✓ Integrate key elements from Safety Leadership Program into How We Rock Up Matters Program
- ✓ Integrate Living the Values elements into How We Rock Up Matters Program
- ✓ Embed “Break Through Thinking” process driven from Leadership Team



CARING CULTURE

2020 Actions

- ✓ Plan, communicate and rollout health initiatives to address high risk issues
- ✓ Utilise 2019 survey data to identify opportunities for improvement of How We Rock Up Matters Program
- ✓ Embed reward and recognition program focused on discretionary effort and display of values



PLANNING AND SCHEDULING

2020 Actions

- ✓ AAOM in place and operational
- ✓ Implement solutions to ensure surface activities are monitored and reported digitally (in line with UG standard)
- ✓ Digitize work orders, statutory reporting, safety documents and integration with UG Tablets



RISK AND CHANGE MANAGEMENT

2020 Actions

- ✓ Implement proximity detection technology trials focusing on mobile equipment
- ✓ Fully embed the change management process at the worker level, including PUE/CC assessment for task changes
- ✓ Ensure alignment of Critical Controls and associated monitoring activities across Met Coal UG operations



LEARNING ORGANISATION

2020 Actions

- ✓ Identify priority SHMS improvement areas and implement corrective action plans accordingly
- ✓ Implement learning modules to improve organisational skills (e.g. LFI)
- ✓ Embed revised LFI process to include review of applicable learnings from other Anglo operations and the wider industry



MONITORING AND ASSURANCE

2020 Actions

- ✓ Maximise automation of monitoring activities for Critical Control effectiveness
- ✓ Implement 5 year audit program for internal and external assurance and regulatory compliance
- ✓ Embed process to monitor operational control effectiveness for all statutory management plans



LEADERSHIP

End State Goals

- ✓ Leaders display drive, accountability and passion for safety at all times
- ✓ Safety leaders coach and influence on an ongoing basis across all levels
- ✓ Met Coal leaders are acknowledged within the Mining sector for safety innovation and expertise



2020 Actions



Integrate key elements from Safety Leadership Program into How We Rock Up Matters Program

*Owner: Kate Bachmann
Due Date: 31/12/20*



Integrate Living the Values elements into How We Rock Up Matters Program

*Owner: Trent Griffiths
Due Date: 31/08/20*



Embed “Break Through Thinking” process driven from Leadership Team

*Owner: Trent Griffiths
Due Date: 31/12/20*

CARING CULTURE

End State Goals

- ✓ Commitment to care for each other all the time
- ✓ Safety mindset across all aspects of daily life – inside and outside the gate
- ✓ Constantly monitoring, sharing and improving working conditions



2020 Actions



Plan, communicate and rollout health initiatives to address high risk issues

*Owner: Kate Bachmann
Due Date: 31/12/20*



Utilise 2019 survey data to identify opportunities for improvement of How We Rock Up Matters Program

*Owner: Sandra Thomson
Due Date: 31/12/20*



Embed reward and recognition program focused on discretionary effort and display of values

*Owner: Trent Griffiths
Due Date: 31/03/20*

PLANNING AND SCHEDULING

End State Goals

- ✓ Robust and challenged plans that encompass whole of mine
- ✓ Plans and schedules resourced appropriately for level of activity required
- ✓ Competent and capable supervision of tasks and team members



2020 Actions



AAOM in place and operational

*Owner: Peter Paganoni
Due Date: 31/12/20*



Implement solutions to ensure surface activities are monitored and reported digitally (in line with UG standard)

*Owner: Gary Needham
Due Date: 31/12/20*



Digitize work orders, statutory reporting, safety documents and integration with UG Tablets

*Owner: Rob Nowell
Due Date: 31/12/20*

RISK AND CHANGE MANAGEMENT

End State Goals

- ✓ Risks are appropriately assessed at all levels
- ✓ Controls are commensurate with the risk are identified, and are applied, monitored and regularly improved
- ✓ Critical Controls are established for all high risk activities and suitability of controls are regularly challenged
- ✓ Change management is integrated into all process



2020 Actions



Implement proximity detection technology trials focusing on mobile equipment

*Owner: Peter Paganoni
Due Date: 31/12/20*



Fully embed the change management process at the worker level, including PUE/CC assessment for task changes

*Owner: Wouter Niehaus
Due Date: 30/12/20*



Ensure alignment of Critical Controls and associated monitoring activities across Met Coal UG operations

*Owner: Wouter Niehaus
Due Date: 31/06/20*

LEARNING ORGANISATION

End State Goals

- ✓ Proactively seek and implement opportunities for improvement
- ✓ Sharing is inherent in safety culture
- ✓ Use of high level control hierarchy is fundamental to approach for managing risk
- ✓ Benchmarking activities constantly increase performance



2020 Actions



Identify priority SHMS improvement areas and implement corrective action plans accordingly

*Owner: Kate Bachmann
Due Date: 31/12/20*



Implement learning modules to improve organisational skills (e.g. LFI, Fatigue Mgt, ORM, Contractor Management)

*Owner: Sandra Thomson
Due Date: 31/12/20*



Embed revised LFI process to include review of applicable learnings from other Anglo operations and the wider industry

*Owner: Kate Bachmann
Due Date: 31/03/20*

MONITORING AND ASSURANCE

End State Goals

- ✓ Integrity of controls for high level risk management are maintained 100%
- ✓ Internal and external assurance is routine
- ✓ Met Coal appropriately resourced with regulatory compliances embedded



2020 Actions



Maximise automation of monitoring activities for Critical Control effectiveness

*Owner: Logan Mohr
Due Date: 30/06/20*



Implement 5 year audit program for internal and external assurance and regulatory compliance

*Owner: David Johnson
Due Date: 30/06/20*



Embed process to monitor operational control effectiveness for statutory management plans

*Owner: Kate Bachmann
Due Date: 31/12/20*