Personal leadership – the first priority in safety

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**Check against delivery**

Good morning, I too would like to acknowledge the Traditional Owners of the land on which we meet today, the Whadjuk people of the Noongar nation, and pay my respects to their elders – past, present and future.

I would also like to share my strong support, as well as that of Rio Tinto, for the campaign to recognise Indigenous Australians in our constitution.

I also acknowledge the attendance of distinguished guests and organisers.

As with most pre-starts or team meetings, it’s usual to have a safety share.

Rather than provide it now, I hope to share a few through my presentation today. But be very wary of the word “share”. Sharing is only the first step.

At this point, our industry is accustomed to sharing – it’s an inherent part of what we do. However, we know the real merit in sharing is when our people and our industry really learn and change how we work.

Yes we have made progress – but we must do better at turning insights into action at a company and an industry level. We must turn hindsight into foresight.

One way in which that could be helped is through being less proprietary about our systems, our processes and our learnings.

As a mining industry we need to be more comfortable in sharing, similar to the oil and gas industry or the airline industry; industries which have a superior safety performance when compared with ours.

The same could be said of regulators. I recognise it is often difficult given defined legislative requirements. However, if together we could move the emphasis towards quicker sharing and a focus on prevention that would assist everyone too.

In the US the Chemical Safety Board’s sole purpose is to investigate process safety incidents and share learnings – it sees its role as driving thought leadership when it comes to safety.

The International Council on Mining & Metals also has made great strides in sharing data, incidents, standards and guidelines.
Unfortunately, or fortunately depending on how you look at it, this data set covers the higher performing mining and metals companies and not the entire industry. So we need to do better at sharing this quality data with groups like AusIMM, MCA, WA CME, QRC and others.

The learnings, systems and data sets are all around us and forums like this conference are vital, to share and learn and use the information to lead change.

We know good safety outcomes depend on good systems, work design, plant and equipment and tools – although they are necessary, they are not sufficient.

For most of my career I worked in and led human resources teams. My involvement and leadership of the HSE functions has left me in no doubt that putting people at the centre of a safety strategy is crucial and it begins with leadership. That is the complementary requirement leading to successful outcomes.

Why does leadership in safety matter? For the same reason it matters in productivity, in performance and in culture development.

If you are a good operations manager or general manager with a good safety performance, the chances are you will lift the performance of the next site you lead.

That is because safety requires you to balance complex systems with human interactions. To manage the IQ with the EQ. To influence people and outcomes. This is an extremely nuanced skill, particularly when it often has to be practised without line accountability.

For any of you starting out in our industry and to the people in our operations looking to advance their careers, I would strongly urge you to focus on safety – get that right and a lot of other things follow.

Nothing stands out more in a resume – or during HR talent pipeline discussions, or feedback to the CEO – than someone who is seen by colleagues as a safety leader. Someone who is:

- across the company’s systems and initiatives;
- willing to share, learn or coach;
- courageous enough to stop jobs when it’s not safe;
- visible to colleagues and team members;
- on call to talk with colleagues and families when things have gone wrong; and
- knowledgeable about the performance and the vulnerabilities of their team members on any specific task or at any point in time.

There is also a personal motivation for getting safety right, as Now the worst conversation you can have as a team leader is to tell a family member that their wife, husband, son or daughter – your colleague – has been seriously injured or killed at work.

I had the task on a cold early morning in August 2011 of joining the police to wake a mother and tell her that her son was not coming home, as he had been killed at work during the night shift.

It is the hardest thing I have ever had to do and is my core motivation to ensure we have the right systems, work practices, leadership and human behaviour to ensure everyone working at a Rio Tinto site goes home safe and healthy every day.
As we all know, at its core, safety is about people, and caring and having respect for one another. That is the dimension that resonates with everyone – putting people first.

Safety leadership is not something you schedule as a calendar item in a diary. It is a constant rhythm. It is every shift, every task, every conversation, every unsafe act, for every employee and every contractor.

I want to debunk the view that leadership, or safety leadership, is what “other people do”. That it might be related to status or hierarchy – far from it. For everyone can and must lead on safety.

I want us to put people at the centre of our work and empower and instil in them the confidence to lead on safety. Lead themselves, lead their peers, lead their teams.

As an industry we need to value and champion those who show safety leadership – be they an operator, a supervisor, a GM or a CEO.

We can, and we will, talk about safety systems and tools, but personal leadership really is the defining or critical factor that drives results. I mean leadership in all its many and varied forms:

- within our industry – the willingness to share more, and be less proprietary in our systems and learnings;
- frontline employees – taking personal accountability, helping mates/colleagues, and always making the right decisions;
- supervisors and superintendents – on the shop floor, all the time, actively engaging with their teams in leading the informed safety discussion; and
- general managers, executive teams and chief executives reinforcing and celebrating a culture where the workforce can stop work if it’s not safe, providing clear guidance and the latitude required to truly put safety before production.

I don’t for a moment suggest Rio Tinto has a special code or unique culture when it comes to safety leadership – but with the industry’s and regulators’ support I hope we can all drive and pioneer continuous improvement and safer outcomes for all.

Today I will share Rio Tinto’s approach to safety and the changes we have made in recent years. In particular:

- new tools – such as the rollout of critical risk management (CRM) across our business during the past 18 months, and what this has taught us;
- the increased importance we are placing on the process safety hazards across our operations;
- how harnessing the strengths and managing the weaknesses of all of us – the human factors/human performance – will be a key focus; and,
- I will share some of my observations of what safety leadership looks like, in the hope you too will share stories, and the personal actions anyone can do, to help bring a human face to what we do.

That is because as safety practitioners we can, and we will, talk over the next two days about systems, modalities and hierarchies of control. However, for most people – those not across the taxonomy of our safety lexicon – it can all appear a bit abstract, a fog of acronyms and terminologies such as Heinrich’s and Bird’s triangles, CCCs, JHAs and ALARPs.
As important as the new systems and tools are I don’t want this to just become a focus on “the new” or system-centric. For we can do a lot better with what we have already.

Such as with our important daily tasks and assessments (Take5s, pre-starts, job hazard analysis) and in displaying leadership in the field through our interactions and engagement with our colleagues.

In other words, in addition to tools and systems, let’s keep our focus on the individual and remember why we have these tools in the first place.

Is it to keep a record of who conducted a pre-task hazard assessment or is it to enable the operators to assess the task ahead, identify the risks and make sure they are protected against them?

For the more we can get everyone to consider safety as their own personal or leadership dimension or mission, and not a “management practice” for a small team to measure and audit, the more likely we are to have everyone going home safe and healthy every day.

So let me share a little of Rio Tinto’s safety strategy, where we have been and where we are going.

As a company, our safety performance over the past decade as measured by the all injury frequency rate (AIFR) or lost time injury frequency rate (LTIFR) has improved significantly – in the order of an 85 per cent reduction.

But it is a safety story in two parts. The tragic reality is that people continue to die in our business. We know that we can and we must do a whole lot better.

With frequency statistics, we run the risk of them becoming an acronym losing a personal resonance. An LTI records that we have hurt someone, a person, such that they can’t work for a period of time, but we should not forget the impact this has on the individual, their family and workmates. That at the heart of any statistic is a person who was injured or killed.

Not wanting to necessarily replace one acronym with another I want to talk a little about something else we record at Rio Tinto – potentially fatal incidents or PFIs. We record one or two of them somewhere in our global operations every week.

Let’s just think about what that data point means – that every single week, more than one person could have died within our workplace. That frightens me. Every week, potentially fatal incidents involving vehicles, working at heights and electrical shocks to name a few, occur.

At Rio Tinto we are a team of about 50,000 people. If we put our people first, that means we have tens of thousands inherent dangers, risks and mindsets to manage, coach, assist and support every day.

We know we can do better, and that other industries and companies have made step-changes in this regard. The relatively superior safety performance of Chevron, Shell and Dupont would be known to many of you.
While our safety performance in terms of injury prevention is creditable, it’s been clear to us for some time that preventing catastrophic events and fatalities requires more in-depth attention to processes, culture and leadership.

So we benchmarked ourselves against other companies and asked “what can we do differently”?

We looked at the lessons learned from the BP Texas City refinery explosion in 2005 and, among other things, conducted a group-wide review of occupied building risks and established a process safety incident reporting system.

We also looked at how our critical control monitoring programme (CCMP) had evolved. How it was taken from our Kennecott operation in the US, turned into a Material Risk programme at Escondida in Chile and came back to us as our Critical Risk Management (CRM). Escondida showed how a complex site with a large labour force could implement and systemise a new approach.

We also talked with Shell and Woodside and sought to adapt their insights in learning critical lessons. To look at better ways of engaging with our employees in a more structured learning environment and in a more “experiential” way.

Today, the elements of a number of reviews and in-depth discussions with board, management and employees make up our Rio Tinto safety strategy.

Our safety strategy is based on three balanced areas of focus. To many people in this room it will not appear radical but they are the fundamentals. A focus on:

- reducing injuries and illnesses;
- fatality elimination; and
- catastrophic event prevention.

Reducing injuries has, as its main areas of focus, specialist programmes to:

- improve workplace conditions;
- raise awareness of hazard and risk;
- develop a better appreciation of severity focus; and,
- improve our contractor management and systems integration.

Let me for a moment talk of contractors and their important role. For partnering is vital in our industry given the mix of contracting, construction and maintenance activities.

Here in Western Australia we recently awarded Austral Constructions the Rio Tinto CEO safety award for best contractor of the year. This is a global award.

Austral has worked with our Iron Ore group in the Pilbara on the rollout of sustaining capital projects over a number of years. Its focus on fatality risk and injury risk prevention shows how partners can work together.

Through our partnership, Austral has built a strong safety culture, modified its safety system (its Life Saving Commitments programme) and adopted our critical risk management process whilst remaining true to its systems and methodologies.
Returning to our safety strategy, it also recognises those topics that lie outside the realm of an individual operator’s control. The catastrophic event risks involved in:

- aviation and goods transport risks;
- geotechnical and underground risks;
- managing process safety hazards such as gas or energy explosions or releases; and,
- opportunities for better HSE in design.

These require sound systems, monitoring and assurance activities.

Our third area of focus – fatality elimination – seeks to both:

- recognise the human factors at play – an understanding that even with the best of intentions we have to manage the variability of human nature – the difference between someone who is doing a job for the first time or thousandth time, or the first shift or last shift, to identify where human error creeps in; and
- ensure we have put in place effective critical controls through our critical risk management programme.

**Critical risk management**

Let me tell you a little more about CRM. A programme we rolled out in a standardised and consistent way across more than 60 operational sites and major capital projects, from exploration to rail and marine and even our legacy sites.

Our CRM programme identified 22 core fatality risks. Risks such as confined spaces, falls from heights, slope failure, contact with molten material, contact with electricity, etc.

For each risk there are a number of critical controls required. Those controls range from engineering to administrative controls. Before a job goes ahead, operators verify that the control is in place by answering a series of yes/no questions.

In a layered process, supervisors verify those critical controls are in place and managers/superintendents routinely verify the design and implementation of the controls. The focus is on lifting the effectiveness of the control and raising it in the hierarchy of controls wherever possible. Automation and technological solutions to remove employees from the line of fire are a constant imperative.

As mentioned, CRM evolved from a programme at Kennecott and then moved over to Escondida, managed by BHP Billiton. It has since boomeranged back to Rio Tinto at great speed.

We trialled CRM at three very different locations (Boron, Rössing and Kennecott) to test its adaptability across a range of operational contexts – such as the difference between mining, shipping and smelters – while ensuring consistency of approach and data collection.

Once trialled we then confirmed the design and rapidly rolled it out across our global operations. The power of a standardised system with tight design and an executive mandate along with strong support from leaders and operators alike enabled that speed.
The “one system” also meant we could have common metrics, goals and stage gates and share learnings quickly across safety leaders and our internal social media channels such as Yammer.

One of the most powerful features I value with CRM is how we can translate a learning or improvement to a critical control with a simple change to a verification question. Once approved it can happen overnight and be used around the world the very next day, making everyone safer.

The speed of the rollout of CRM is due to the passion, zeal, commitment of two CEOs: Sam Walsh and J-S Jacques. Sam wanted safety to move to the next level. J-S saw it while he led the copper division. Having two CEOs committed to the cause has turbocharged its implementation.

A further success factor to our rollout of CRM is the depth of controls and verifications required down to the level of operators and supervisors so it doesn’t stop at the general manager. This depth of delivery now provides a wealth of data.

Every week across our company more than 25,000 verifications are completed. Some are paper based and logged later in the shift, but increasingly data collection is moving into real time online via our mobile app.

This image shows the CRM app, tied to our reporting system. It allows employees to use the app on site – regardless of whether they are online or offline, for the data will synchronise later when back online.

To date we have more than 1.8 million task/job safety verifications. Just as importantly for the data team, we have eight million responses or data points – given the combination and permutations of +60 sites, two to three shifts a day and 22 critical controls to manage, some requiring four to five controls to be put in place, and some requiring between one and 10 binary questions or responses.

That means we can analyse what controls are regularly missing or ineffective, we can improve them and then institute the new control with a change to a question, overnight and around the world.

Now I don’t want it to sound like a checklist of 50 questions because some tasks only need responses to a few questions. My point is that we can now analyse across sites (using GPS location signatures); times of the day; across tasks; and across the variability among operators, supervisors and GMs, to really dive into specific risks and their controls.

The data allows us to dig deeper into patterns such as which controls fail or are missing, the time of day or week the verifications take place, which leaders are conducting verifications and those who are not. We can then take corrective action to ensure we have sound coverage of control verification, by site location, by leader, by risk and job type (planned or unplanned).

I could use the entire time allocated to discuss the CRM rollout. So what can I most usefully share with you, if you intend to follow a similar path?

1. **Don’t invent - just implement.** Or as the team likes to call it, adopt don’t adapt. Resist building your own. Our industry probably has too many tailored systems as it is. Instead of building a bespoke or proprietary system, build proprietary safety leaders and champions who can deliver it.
2. **Reduce complexity, don't multiply it.** The great challenges for operators and leaders are the legacy systems in place. No one wants to be seen to have dropped an old process but it is the discipline needed during or after the rollout.

3. **Make it easier.** The fundamental question to ask at every step is how will this make it easier for a night-shift operator or superintendent on a weekend with a new staff or skeleton crew? How will it work in the toughest conditions and locations? So therefore:

4. **Ask the operators what is important.** As an operator told us, “at least you are asking the right questions. For CRM is about binary decision making. Checking what can kill you if you do not have the controls in place.” Such critical risk analysis provides an opportunity for operators to tell you what is really important. Putting verifications in the hands of the operator also enables a conversation about how to make tasks easier and safer. Their solutions will often be quick and simple to implement.

5. **Faster rollout = faster learnings.** Rather than rolling out CRM relatively slowly in a staged manner, it was done quickly group-wide. The keys were having a centralised support team and metrics ready. Interestingly, and it may seem counter-intuitive, rolling it out all at once at great pace also accelerated learning. That is because everyone would share their experiences, their concerns and their solutions via safety leader peers and the online social media and communication tools we used. So a problem or risk or concern in Madagascar could be shared and solved with peers in Canada thanks to the commonality of approach.

6. **Metrics and minds.** A metric report of compliance and non-compliance can tell you a lot, but it can only tell you so much. The dashboard can’t really tell you as much as the qualitative value of a good toolbox talk, and it can’t necessarily tell the difference between a verification done by the seasoned hand on Wednesday and the verification done by an apprentice working late hours on a Saturday. That is why leadership in the field is vital to having the informed safety conversation, recognising the human factors at play.

7. **Believe it.** Senior leadership and HSE practitioners have to believe CRM works, for if they don’t the frontline won’t either and it will be ineffective. Strong active executive sponsorship, from the CEO down, sets the tone and provides the imperative for behaviours to change. Holding your reports accountable for the adoption and effectiveness is crucial. If the CEO is asking informed questions of their reports, they will ask their general managers, who will ask their people.

Our CRM rollout is a very important new tool – but it is just that – a tool. We still need to ensure we have systems and a culture that support and complement them and all the pillars of our safety strategy.

**Process safety**

As an industry, we in mining have not focused or talked about process safety as much as we could or should have. In a recent interaction with a colleague on process safety, he remarked that at best the mining industry is seven or eight years behind the oil and gas and chemical industries.

We need to lift the conversation and talk about process safety in terms of:
• getting our people out of harm’s way;
• preventing catastrophic events that can have major impacts on our people and our communities and our licence to operate; and
• managing new risks being introduced into our businesses as we change process or introduce new technologies such as semi-automation.

But we can also talk of how process safety management (PSM) is commercially aligned to the business, and where international case studies show good results in double digit:
• increases in plant availability, and,
• reductions in operations and maintenance costs.

Just last month we had an explosion at our industrial mineral operation at Sorel-Tracy in Quebec.

Thankfully there was no loss of life, but the risks were very real and could have resulted in multiple fatalities, which is an unfortunate characteristic of most process safety-related events. We have been doing a lot of work on process safety over recent years, and clearly we are not finished yet.

We really ramped up our focus on this aspect of safety management in 2012 when we established a process safety working group and established uniform criteria for process safety reporting.

In 2014 we commenced a comprehensive process hazard analysis across our sites and in 2015 we completed a group-wide review of our occupied buildings that could present a risk to its occupants should a process safety event occur nearby. We also developed a dedicated process safety standard and guidance notes for inclusion into our suite of standards and our HSEQ Management system.

The occupied buildings review has led to more than 130 individual risk mitigation projects. It revealed two thirds of those working in potentially exposed buildings did not need to be directly exposed to such risks.

Or to put it another way, just because the role profile suggests it, the employee or contractor does not necessarily need to be in that specific monitoring, work or crib room. In many cases they were in the buildings for nothing more than convenience.

The process safety reviews we have undertaken have opened our eyes to risks and opportunities.

To think afresh about:
• existing plant layout design - not just in smelters, but mining operations and camp design (such as to question where the chlorine treatment plant for the water supply is);
• new project builds; and,
• putting our people first – so where do they really need to be and what combination of process and people risks are we creating?

For we know from experience here in Western Australia that you can have a control centre remote from site operations, some 1,700 kilometres away in fact!

**Human factors**

When it comes to our CRM and process safety initiatives the reality is we are probably into the second year of a minimum five year strategy.
Culture, people and personal leadership are needed to make it stick at every level.

Having tools and frameworks is one thing. But if we inadvertently become system-centric, rather than people-centric, we run the risk of giving rise to a “tick and flick” mindset.

For example, we don’t want to see a scenario where a contractor comes to do a short piece of work and is bombarded with paperwork that is repetitive or does not make sense. Or worse still the paperwork at the mine next door is completely different, but has the same objective!

In the tension between time, quality and convenience, we also want people to focus not just on paperwork but to have the time to acknowledge what state of mind or fitness for work they are in. So they do not feel rushed to complete the job, they are alert to the hazards and they do a quality job, without fatigue, distractions, concerns or poor health limiting their effectiveness.

We have all heard the adage: the two least safe jobs you can do are the job you’ve never done before and the one you’ve done a hundred times before.

We need to develop a culture and approach that recognises our people have human fallibilities (like all of us) but also in many cases untapped leadership strengths. So what does personal leadership look like?

Well for a start, we should all have our own personal HSE plans – our own commitment to ourselves and those who love and care for us.

For many of our sites this begins with employees identifying their “why”. Why do I want to work safe? For my spouse, my kids, my sister, my guitar playing, gardening, sport or other activities. From there they can identify their “what” and their “how”.

So let me share some observations of what personal safety leadership looks like and I would welcome your examples later.

**Personal safety leadership – the frontline**

If you are in a frontline operator role, please have no doubt that your mind is as valuable as your body. For it’s your mind that is best at:

- keeping you focused on the task;
- helping your colleagues stay safe; and,
- never blindly accepting the status quo – to say stop if it is not safe to proceed.

How can you, today or tomorrow, display personal safety leadership?

1. **Check are you okay.** When you arrive at work, ask yourself whether you are in a mentally fit condition to work. I know you may have got up an hour before, travelled to work and got to site, but don’t run the risk if you are suffering from fatigue. It’s really okay in the first ten minutes to talk to your colleagues and supervisor and say it would be best for everyone if you sat this one out.

2. **Do your own risk assessments.** At the beginning of every job and during the shift if anything changes, be alert, check it. Hazard awareness and hazard management are critical aspects of
your own personal safety management. If you take over a job from another don’t rely on their Take5, JHA or the like.

Satisfy yourself the task is safe to do. That includes checking your tools of the trade, be it checking your vehicle’s brakes and tyres or checking a seat belt or the quality of your electric cords, the kill switch on equipment you use or the rating and integrity of your fall arrest harness.

3. **Buddy up!** If you have a colleague returning to site from holidays or from time off, buddy up. Check in during the day and week that they are okay, their mind is on the job, they are following procedures. Don’t let them trip (both literally and figuratively) into bad habits. You can make a big difference by making sure your colleague is fit, healthy and supported. From helping them with risk control verifications to an unprompted reminder of the many health and wellbeing programmes your company has. No one needs to be alone at work. Mates looking after mates works.

**Personal safety leadership – supervisors**

How can supervisors and superintendents show personal leadership? It’s not easy, but you really do set the tone on the floor, in the field, in the workshop. I recognise there are increasing trends and pressures on supervisors to do it all, get in early, put in long hours, manage paperwork and people, etc.

So what three or four things would I suggest?

1. **Quality safety interactions every day.** And yes, it requires preparation, knowing the work to be done in the shift, identifying what are the critical tasks. Better yet, use the pre-start to have the team identify the critical tasks for the day. Spend as much time as you can in the field to learn and share information across shifts. Hold conversations that commend as well as seek to correct.

2. **Be curious.** When in the field ask questions about what is working well and what isn’t, and be an active listener. This is the most valuable reconnaissance mission you will have during the day, so use it to good effect.

3. **Preparation gets results.** This is critical, and it shows. The team knows when the pre-start meeting is just a hastily thrown together list. So if need be, plan what you want to say the night or shift before, and change the last 20 per cent based on any new information. Be focused, energetic and prepared for the meeting and most importantly seek the team’s engagement and participation.

4. **Reset the tone.** Just because pre-start meetings have always been done this way, handed down year-by-year, is no reason to keep repeating the same approach if it is becoming an information dump or a “tick and flick” meeting.

So create the tone and pre-start meeting that works for you. Ask your colleagues what we can do better as a team in these meetings and create a shared update. Ask “how can we make it simpler and safer?”, or “what’s overdue and still hasn’t been resolved?”
Personal safety leadership – GMs and site managers

The best operational general managers are often the best safety GMs too. What makes them different is their deep knowledge of the asset. They understand that a safe site is a productive site, and bringing in new equipment or processes may introduce new risks.

They understand management of change (and I deliberately use that term rather than change management for it needs to be a very active process) is very important to ensuring safe outcomes from new processes, new equipment, even new leaders.

So what are the common characteristics of good site GMs in managing a safe workforce?

1. **They’re visible.** If you were running a retailer you would be on the floor most of the day taking the pulse. The same goes for great mining and metals GMs. For they have visibility not just at the set piece meetings and events, they are checking the team and operation every day. Often they are at the entrance gate – let’s not call it the exit gate. They are at the gate or carpark, or lunch room, catching up on what is happening in their colleagues’ lives. They want to know what happened on the last shift, what’s not working well in their business, and where the minds of their colleagues are at. They combine the best of caring for colleagues with a healthy level of chronic unease about the complacency and risks that creep into the business.

2. **Fit for purpose.** They make sure they are selecting and promoting tools that are fit for purpose and not just backside covering. The operators have a good meter for what works and what doesn’t. If they are asked to complete a form or checklist that is not going to make a job any safer, they will become complacent, critical or negative and the risk is it will move into a “tick and flick” category.

3. **They coach.** They provide an overview to the team so they understand how the role they play fits in the grand scheme of the wider operation. They take the time out to coach the new or even the older hands on a specific hazard, imparting their personal experience to improve learning. They acknowledge and celebrate good practice and outcomes. They facilitate conversations between people and ensure the site benefits from the simplicity of standardisation and “one best way”.

4. **They look beyond the fence.** There is so much to be shared and learned from operations and safety cultures up the road, across the valley, within the district. Good GMs welcome them in, to share and learn, to create more experiences that could be shared with their own teams, to appreciate fresh thinking. They openly share their practices with others and welcome peer reviews to identify improvements.

Personal safety leadership – executive teams and CEOs

What can I share with executive teams and chief executives? Chances are they have already had leadership roles in their speciality practice areas and they know an engaged workforce is also often a safer workforce. So what are a couple of things to focus on?
1. **Give the strategy time.** A large business can’t change course easily; it takes time to roll out a safety strategy, embed it and get results. So a new programme needs to be consistent and clear. By all means hit the ground running on a three or six or nine month rollout, but be realistic about the three to five years it will take for cultural to change and strategy to be delivered. However, and this brings me to my next point...

2. **Don’t accept mediocrity.** Standardising and harmonising safety systems allows you to create common expectations about behaviours and performance. It allows you to analyse the business and make comparisons. To ask the questions about where the variability comes from, to test assumptions about what is possible, and raise performance expectations of what can be and should be achieved. If one site is twice as good as another it shows it’s possible.

3. **Act on data and on instinct.** Having all the data is one thing, but acting on instinct is just as important. As a frontline operator or a CEO if it doesn’t look right or feel right, stop, pick up the phone, and ask more questions. Act now. You never want to have to say you had a concern and did not act on it earlier.

As a CEO, chances are you have been to a lot of locations and sites, and seen a number of organisational cultures, and you know what looks and feels right. Build a culture that values assurance and review - it is an important component for determining your level of chronic unease.

Personal leadership requires drive and action, not just analysis.

In the time I have had today, I hope I have shown that we all have a role to play.

Safety is not a calendar item in your diary.

It is caring every day about the people in our teams, and how we can make them the centre of our work.

A tool or a system will not “fix” safety, they are necessary but not sufficient.

The culture you create as leaders needs to complement your safety strategy and we must focus on our people both as our operators and our change agents on the ground.

Reinforce a message at all levels of your organisation – that everyone can lead.

Doing so consistently day in, day out will help our industry create an injury, fatality and process safety event free workplace.

Thank you.
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