

What Does Rio Tinto Kennecott Copper Expect From Contractors?

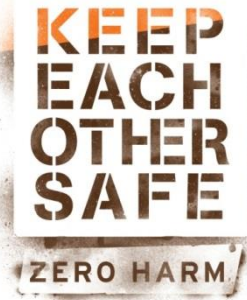
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Agenda

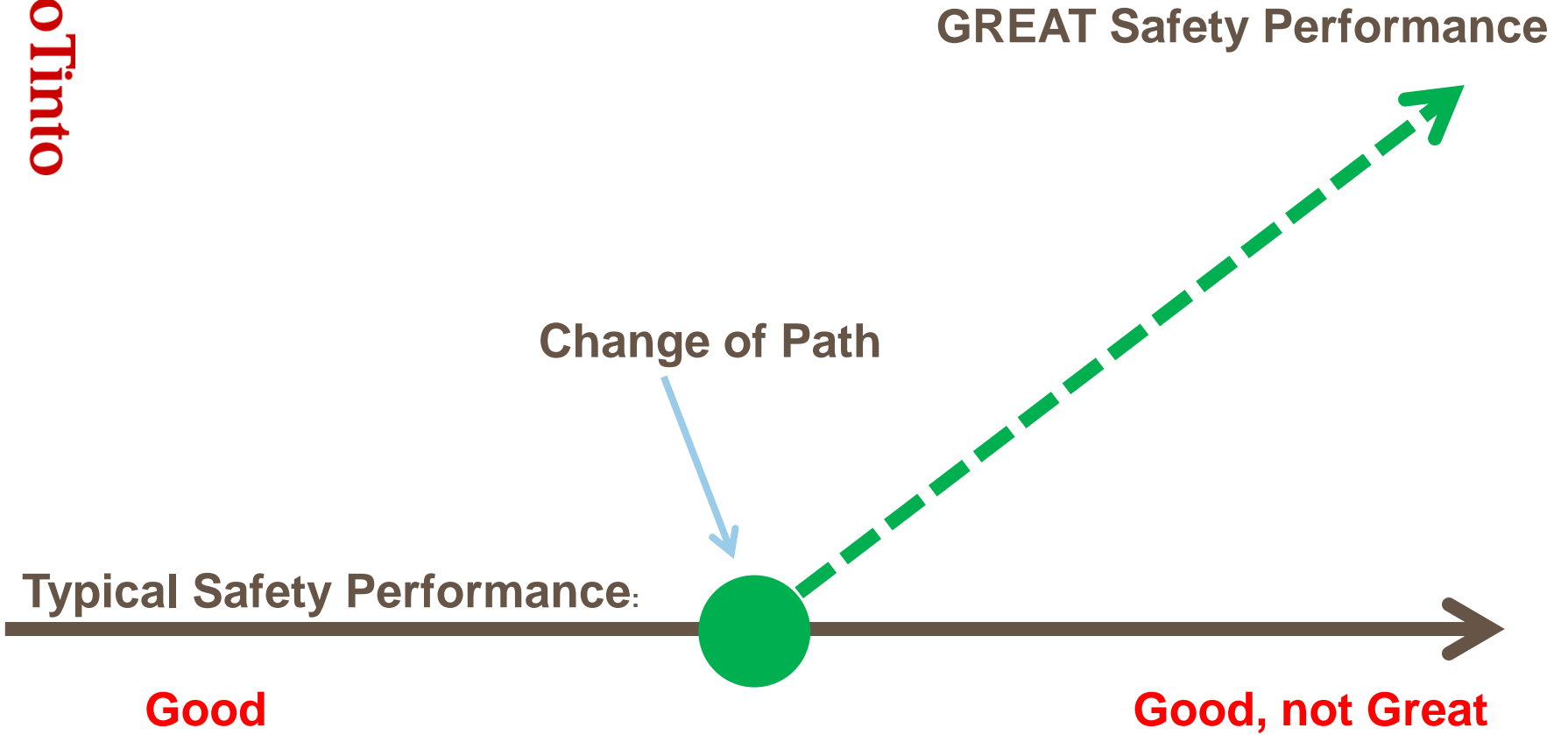


- We expect our contractors to work safely and go home to their family each night
 - “Zero Harm”
- Contractors are screened via “Browz” and expected to follow RTKC rules and procedures
 - Typical onboarding requirements
- Summary

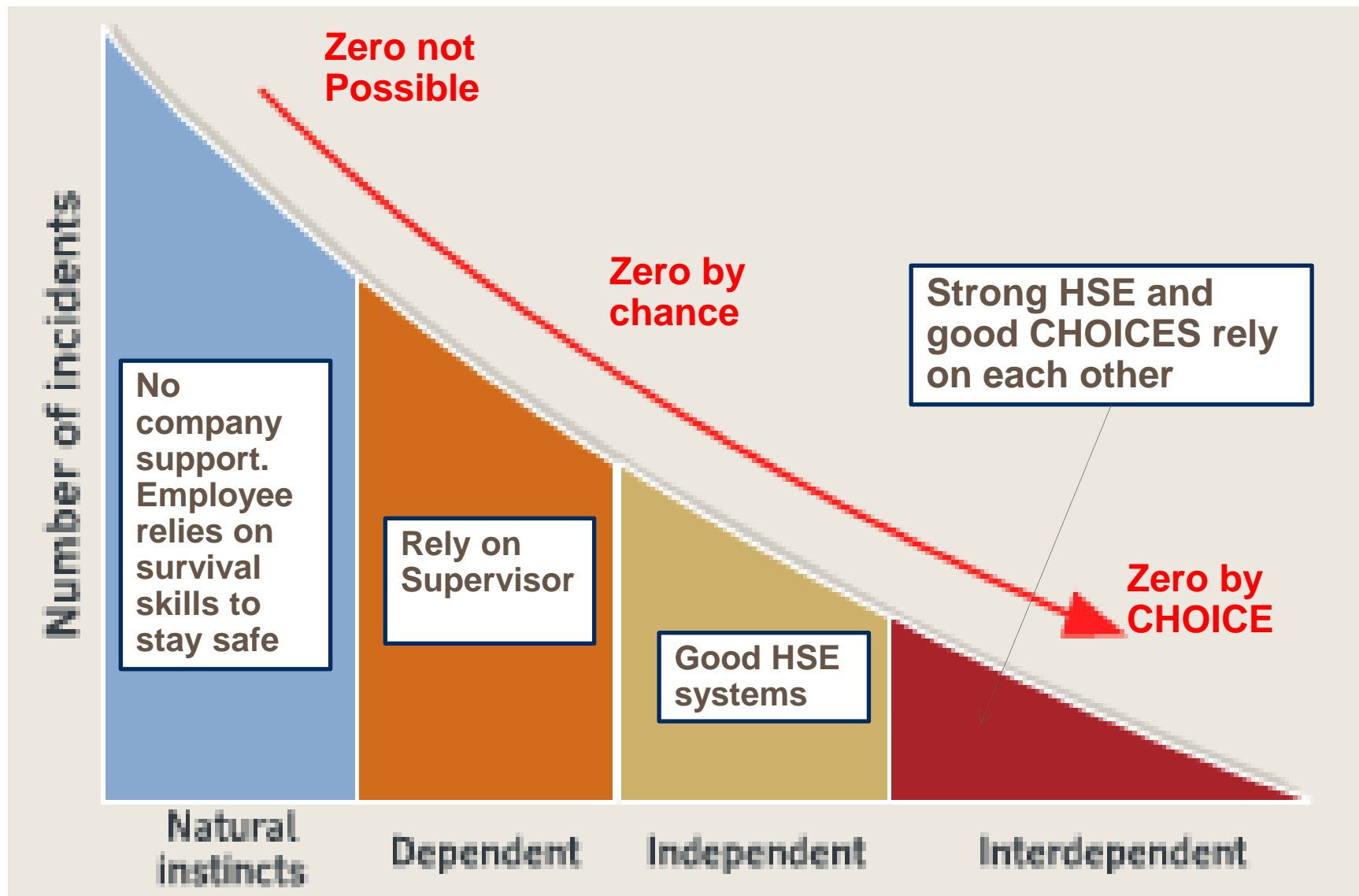
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What is “Zero Harm”

- Other monikers:
 - Injury and Incident Free (IIF)
 - Go4Zero
 - Positive Attitude Safety System (PASS)
- Nobody gets hurt, no damage to the environment or harm to the community
 - Zero means “zero”
- Key aspects
 - Management commitment – project and contractors
 - Alignment of values: employees, contractors, “team”
 - Visible leadership



Four Stages of Culture - Zero by “Chance” or Zero by “Choice”



Four Themes Emerged . . .

- Translating the vision for Zero Harm into reality
- Creating an atmosphere of trust and learning
- Engaging contractors
- Building on our strengths



Translating Our Vision for Zero Harm into Reality

- Developed Zero Harm workshops
 - Initially provided to all employees
 - Included embedded contractors
 - Ultimately provided to construction contractors
- Workshops facilitated by senior management
 - 2-day ZH Leadership workshops for supervisors, superintendents and managers
- Very interactive, dynamic, participative
- Wanted to achieve...
 - A culture of a shared belief that takes pride and understanding in **“Keeping Each Other Safe”**

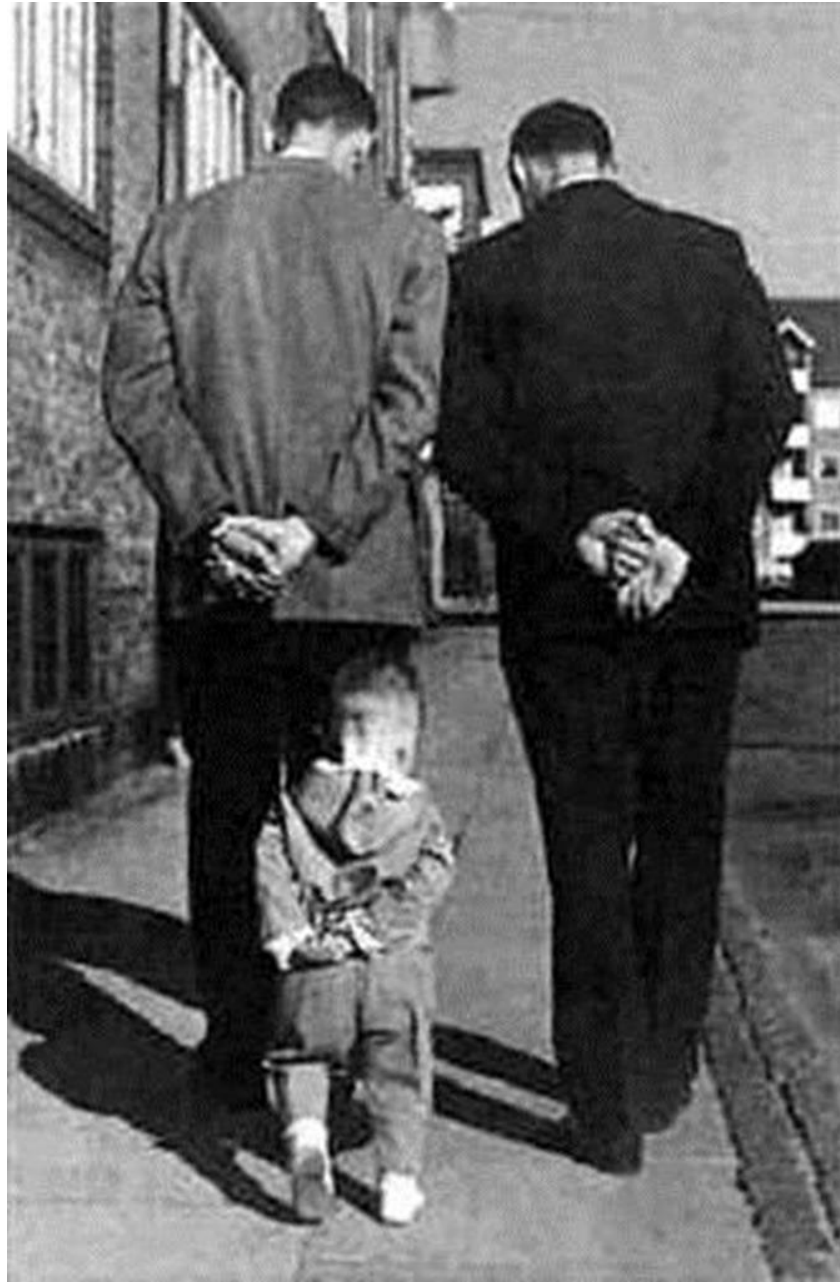
Typical Exercises

- What does “Zero Harm” mean to you?
 - Individuals write down their thoughts and share at their table
- A Vision of Zero Harm
 - Individuals draw a picture of their vision of “Zero Harm” – make it personal; discussed picture with their group
- Discuss “What would you do DIFFERENTLY to grow a Zero Harm culture”?
 - What would you See? Hear?
 - What would others do differently?
 - What would you do differently?
- Personal Challenge
 - Think about what you personally can start doing to achieve a Zero Harm environment.

Zero Harm – Moments of Choice

- Risk perception
 - How do you control risk?
 - Tolerance for risk taking?
- Choosing to work safely
 - Take shortcuts?
 - Stop work?
- Willingness to intercede
- Role of Supervisors – key culture driver
- Modeling – others are watching you

Moment of Influence



Conduct a Pre-Bid Meeting

- Only contractors that meet RTKC criteria for safety are considered for work
- Bidders are informed of specific RTKC HSE requirements
- Bidders are informed of risks associated with the scope of work
- Bidders are informed of technical / schedule requirements



Orientation & Training

- Pre-Mobilization & Site Access
- Complete Induction, Orientation & Training
- Conduct HSE leadership workshop (new / in-development)





Conduct HSE Leadership Workshop

- HSE leadership workshop is designed to set expectations and clarify contractor leadership accountabilities and responsibilities”
- The Workshop will cover the following topics:
 - Rio Tinto’s HSE vision and culture
 - Principles of visible leadership
 - Review Rio Tinto’s HSE standards
 - Introduction to HSE intercatations and pre-task hazard assessment
 - Review applicable legislative and regulatory requirements
 - HSE responsibilities and accountabilities
 - Review key requirements from the contractor SHEAP / performance

Development





Approve Contractor SHE Action Plan

- RTKC provides contractor a “Safety, Health, Environmental Analysis (SHEA)”
 - Includes Hazard Identification / Risk Assessment and Critical Risk Management assessment
- Contractor uses this information to develop their SHE Action Plan (SHEAP)
- RTKC reviews and approves SHEAP



Critical Risks



Critical Risk Management

Critical Risk Management



**Vehicle
Impact on
Person**



**Vehicle
Collision or
Rollover**



**Fall from
Height**



**Falling
Objects**



**Lifting
Operations**



**Entanglement
and Crushing**



**Contact
with
Electricity**



**Uncontrolled
Release of
Energy**



**Confined
Spaces**



**Exposure to
Hazardous
Substances**



**Exposure to
Thermal
Extremes**



**Contact with
Molten Metal**



**Unplanned
Initiation of
Explosives**



**Slope
Failure**



**Underground
Fire**



**Underground
Rock Fall**



**Underground
Inrush**


Risk Assessments

- **TRACK** used as a pre-task risk assessment
 - **Think** through the task
 - **Recognize** the hazards
 - **Assess** the risk
 - **Control** the hazards
 - **Keep** safety first in all tasks / **K**eeP each other safe
- Others include SLAM, STOP, Take 5, etc.

Risk Assessments

- Quality Safety Interactions (QSIs) and Leadership in the Field to improve safety conversations
- Job Safety Analyses (JSAs) were required for all work packages
 - Task, hazards, mitigating actions
- Compliance with Safety Standards emphasized
 - Housekeeping key aspect

Other “tools”

- What do  see?
- 20 – 20 – 20
- Deep dives
- Audited critical controls (working at heights, cranes, etc.)
- Mock MSHA inspections
- Stop work / Stand downs
- Zero Harm shares
- Celebrations
 - Individual and milestone

Posters and Stickers



Closing Remarks

Zero Harm is achievable

- *Gain an understanding of what Zero Harm means*
- *Able to explain Zero Harm to others*
- *Leadership commitment*
- *Contractor engagement*
- *Make **Zero Harm** a reality*

