

CRITICAL TO OUR SUCCESS

PREVENTING HARM WITH A
POSITIVE SAFETY CULTURE

SDGs covered
by this initiative

3 GOOD HEALTH
AND WELL-BE



8 DECENT WORK AND
ECONOMIC GROWTH



CRITICAL TO OUR SUCCESS AS A COMPANY IS OUR ABILITY TO KEEP PEOPLE SAFE. AS A RESPONSIBLE MINER, WE BELIEVE IN PREVENTING HARM AND PROTECTING THE HEALTH AND SAFETY OF OUR WORKERS, CONTRACTORS AND THE COMMUNITIES IN WHICH WE OPERATE. THIS COMMITMENT REQUIRES US TO RELENTLESSLY INVEST IN SAFETY SOLUTIONS AND PROGRAMS. ADOPTING A POSITIVE SAFETY CULTURE THROUGHOUT OUR ORGANIZATION CAN BE TRANSFORMATIVE. OUR CORPORATE AND SITE-LEVEL OHS MANAGEMENT TEAMS IMPLEMENTED SEVERAL INITIATIVES IN 2019.

FEKOLA: POSITIVE ATTITUDE SAFETY SYSTEM

In 2019, the Fekola Mine launched a new safety culture transformation program, on a trial basis, within two operational areas of the Mine. The Positive Attitude Safety System (PASS) is a dynamic safety process that drives employee ownership of safety and assists management to encourage and reinforce safe attitudes, decisions and behaviour. It creates an environment which supports employees' safety decisions and attitudes, and encourages employees to proactively identify hazards and share ideas on safety improvements. The operation's safety culture is improved by instilling an attitude of: "I'm going to make it safer for myself, my fellow workmates, and leave it safer for my cross shift."

PASS is conducted by an employee champion at the beginning of the shift, immediately after the toolbox talk and line-out. Supervisors sit in, but they don't run the PASS session – the workers do. A brief crew meeting (called a "huddle") is held and three questions about safety activities and decisions are discussed. This positive discussion focuses on the previous shift's safety, asking these questions: Did we have a safe shift yesterday? Did we see someone else do something safe yesterday? What are we going to do to make it safe for ourselves and others today?

The intention is to have the huddle participants think about hazards and risks and rate the previous day in terms of how effectively they ensured the safety of themselves and others.

If it is rated as a safe shift, reasons are discussed. If it was not considered safe, reasons are also discussed and what can be done to fix the issue.

Next, the crew talks about the coming shift and what they need to do to make it a safe shift. The crew is then asked to evaluate the previous day's activities and fill out a rating chart. An "A" is a Safe Day where someone identified a hazard or risk and took action to correct it, fixed something or improved safety; a "B" day is a Safe Working Day where no one was injured or exposed to hazards, and all rules and regulations were followed to ensure safety; while a "C" day is an Unsafe Day where something was deemed by crew members to be unsafe, thus placing workers at risk of injury/harm. Any "A" days are recorded in the "PASS A Log" and are reviewed by management daily. This is an opportunity for management to reinforce positive behaviour by leaving a note in the logbook or talking directly to the crew about the "A" day actions.

Since the roll-out of PASS, workers have identified 57 "A" safety improvement days and reviewed 23 "C" days to create awareness and understanding around unsafe conditions or situations. PASS has now been expanded to cover nearly half our operational departments at Fekola, given the early success and level of employee enthusiasm.

OTJIKOTO: WE ARE OUR BROTHER'S/SISTER'S KEEPER

In 2018, B2Gold's Otjikoto operation in Namibia was at a crossroads regarding health and safety – performance had stagnated, and employees were disconnected. As a result, an ambitious transformation initiative was launched to drive safety culture and performance to the next level. The initiative, which has evoked individual and collective ownership of health and safety performance, is known as “My Brother's/Sister's Keeper”.

The foundation of this approach is well rooted in African culture – watching out for self and others (i.e. your brother/sister). The approach enables employees to understand the impact each person makes on each other during the course of a typical working day, and that there are consequences if people make unsafe decisions or fail to take action if they see hazards or risks.

Employees were encouraged to support each other by changing habits, and to speak up if they noticed an unsafe act, were not properly trained or instructed, were required to use improper tools, or did not possess the appropriate PPE. This stimulus resulted in a higher level of safety-centric engagement, which led to fewer workplace incidents.

SINCE COMMENCEMENT OF THE PROGRAM IN 2018, OTJIKOTO'S SAFETY PERFORMANCE CONTINUES TO TRACK POSITIVELY. IN 2019, THE MINE'S TOTAL RECORDABLE INJURY FREQUENCY RATE WAS 62% LOWER THAN THE INDUSTRY AVERAGE BENCHMARK REPORTED BY THE ICMM²⁷. OTJIKOTO ALSO HAS ONE OF THE LOWEST INJURY FREQUENCY RATES IN AFRICA, AND AT THE CLOSE OF 2019, OTJIKOTO SURPASSED FIVE MILLION HOURS WORKED LTI-FREE.

The success of Otjikoto's safety transformation is owed to every employee who championed change and shared in the belief that being “My Brother's/Sister's Keeper” does make a difference.

²⁷ *Benchmarking 2018 Safety Data: Progress of ICMM Members*, www.icmm.com/safety-data-2018





MASBATE: PRESTIGIOUS RECOGNITION FOR SAFETY PERFORMANCE

On December 11, 2019, the Department of Labour and Employment presented Masbate operations with the GKK National Silver Plaque Award for excellence in Occupational Health & Safety (OHS) at the Philippine Department of Labour's biennial Gawad Kaligtasan at Kaligtasan (GKK) National Awards ceremony.

The GKK Award is presented to companies that exhibit outstanding results in the prevention of injuries, advancement of OHS practices, programs and innovations, and contributions to ensuring the health and safety of Philippine workers and communities. Held in a two-tiered format with regional and national levels, contenders undergo a rigorous pre-selection process.

While the Masbate Mine has long been recognized for its ability to keep workers safe and free from injury, it was the first time they had been selected to participate in the GKK Awards competition. The Masbate Mine had achieved over one year of being LTI-free (over 7 million hours). The Masbate site was the first mining company in Philippine history to be selected for both national recognition and Silver medal status.

EL LIMON: RAMPING UP SAFETY TRAINING

In 2019, El Limon Mine increased training hours by 75%, from 16,600 man-hours in 2018 to 29,071 man-hours in 2019. The mine also continued with the application of our HSE Management System Standards, with the latest audit indicating that El Limon has made significant progress in the last two years. As part of the OHS Management System, El Limon also provides training to its contractors. More than 300 workers from the Santa Fe contracting company received safety training at El Limon in 2019.

“OF COURSE, THE MOST IMPORTANT OUTCOME OF SAFETY TRAINING IS THAT EVERY WORKER RETURNS HOME TO HIS OR HER FAMILY SAFE AND SOUND,” SAYS FREDDY MORALES, OHS MANAGER AT EL LIMON MINE.