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# NEWSLETTER



*Themba Mkhwanazi, CEO Kumba Iron Ore and chair of the CEO Zero Harm Forum*

**Themba Mkhwanazi, CEO, Kumba Iron Ore and chair of the CEO Zero Harm Forum speaks about the Minerals Council's newly-launched health and safety strategy, and calls on industry CEOs and partners in labour and government to lead the initiative from the front.**

"Khumbul'ekhaya is a reminder to all of us that every mineworker should return home healthy and safe every day," says Themba.

## Interview with Themba Mkhwanazi



Khumbul'ekhaya began as a meaningful discussion about health and safety practices in mining. "The strategy originated among mining CEOs in January, in what we called the CEO Heartfelt Conversations. I have been involved in, and a driver of these conversations from the outset in my role as chair of the CEO Zero Harm Forum," says Themba.

"We always talk about health and safety being of the utmost importance, but we needed to find a way of putting these words into action. The Heartfelt Conversations were introspective and honest, they were questioning and incisive. And they started a thought process that the Minerals Council team has developed further through investigation and research. What struck me most about these conversations were their depth and integrity, the honesty and lack of defensiveness, and the absence of competitiveness. In safety and health, we are united in a common goal, and are not competitors."

Themba explained that the CEO Heartfelt Conversations was "a watershed moment" for leadership in mining. "When we adopted the Mine Health and Safety Council (MHSC) milestones in 2014, our focus as

CEOs was around processes, systems and technology. The CEO Heartfelt Conversations was a realisation that processes, systems and technology can only take us so far. We must focus on leadership, specifically defining what our leadership role is in the achievement of Zero Harm, and how we can use that as a pull to drive improvements in performance. What also became clear was that the elimination of fatalities must be a priority, and that we need to look at health and safety holistically."

A critical factor in Khumbul'ekhaya is the role of leadership in driving change. Themba explains that first and foremost CEO-ship recognises that health and safety start with CEOs. "Results achieved are a reflection of leadership. We need a multi-pronged approach. We know it is not a simple matter - there is no silver bullet that will make our industry safer and healthier.

"I call on each and every one of you - starting with our CEOs and including our partners in labour and government - to be more proactive and go beyond compliance. I encourage you to walk the talk and lead from the front. I look forward to the implementation of this programme across all our operations in the coming months - among our members and beyond." 

# Introducing Khumbul'ekhaya

Khumbul'ekhaya, a Nguni word meaning “remember home”, is a strategy on health and safety that has been developed by the CEO Zero Harm Forum to drive and sustain the mining industry’s pursuit of Zero Harm.



The emphasis on “home” acknowledges that fatalities have the greatest impact on loved ones at home and encourages mine employees and their managers to bear these loved ones in mind as they go about their day-to-day tasks.

## Promote a holistic approach to the elimination of fatalities

The most critical component of the Khumbul'ekhaya strategy is the need to develop a holistic approach to eliminating fatalities. This approach considers the causes of fatalities and high-potential incidents in South Africa; identifies holistic interventions that enable fatality-free operations; and introduces systems that monitor, evaluate and communicate progress on these interventions.

## Develop a system of understanding occupational deaths in and beyond employment

Khumbul'ekhaya demands that national and international mechanisms for tracking deaths related to occupational diseases, during and post-employment, be explored. A report looking into this has been drawn up, providing options to improve reporting on occupational deaths. In South Africa, these are complicated by the country’s many structural challenges.

## Adopt methods for more effective and competitive training

The Khumbul'ekhaya strategy indicates that training should not be a mere legislative box-ticking exercise. Instead, training should incorporate lessons and exercises that are of the highest quality; that are relevant to the specific needs of employees, companies and the industry; and that always consider health and safety first.

## Adopt globally leading practice to learn better and faster from others

Khumbul'ekhaya is clear on the fact that all industry players need to learn better and faster from one another. Companies need to identify aids and barriers to learning, the CEO Zero Harm Forum has agreed, as well as take heed of global leading practice and implement these lessons effectively.

Since its inception at the CEO Heartfelt Conversations, Khumbul'ekhaya quickly galvanised industry players into action. The strategy was formally launched on an industry-wide basis on 1 October 2019. 🇷🇵

MINERALS COUNCIL SOUTH AFRICA | Khumbul'ekhaya

**WE CAN ACHIEVE**  
a step-change in health and safety

Together we can ensure that every mineworker returns home unharmed, every day

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MINERALS COUNCIL SOUTH AFRICA | Khumbul'ekhaya

**Khumbul'ekhaya, “REMEMBER HOME”**  
- because fatalities have the greatest impacts on loved ones, at home

Together we can ensure that every mineworker returns home unharmed, every day

Follow, comment and share using #rememberhome

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MINERALS COUNCIL SOUTH AFRICA | Khumbul'ekhaya

**SAFETY AND HEALTH are equally important**

Together we can ensure that every mineworker returns home unharmed, every day

Follow, comment and share using #rememberhome

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## David Msiza reflects on progress in health and safety

David Msiza, Chief Inspector of Mines, Department of Mineral Resources and Energy (DMRE) and chair of the Mine, Health and Safety Council, speaks at the launch of Khumbul'ekhaya.

Reflecting on the mining industry's recent progress in health and safety, David Msiza said, "We shouldn't lose sight of where we have come from. At one stage the sector was experiencing on average 800 fatalities, 12,000 injuries and 18,000 cases of occupational disease every year. Decades ago, no one believed that Zero Harm was possible. If we maintain the reduction we have had, this will be the safest year that we have ever experienced in fatalities, injuries and occupational disease."

Addressing industry CEOs and partners in labour and government at the launch of Khumbul'ekhaya, David emphasised the importance of CEO engagement in tackling health and safety-related issues in mining. "When we experienced challenges in 2017, the department engaged with the CEOs - not just those

*David Msiza, Chief Inspector of Mines, speaks at the launch of Khumbul'ekhaya*



at companies where there were challenges, but also at companies that were doing well. We engaged, we learned, and we will continue to do so."

He also noted the significant challenge of safety issues relating to women in mining and at home, and indicated that the MHSC would be focusing on this. "We carry a responsibility to ensure that there are improvements and there are programmes that we are implementing

to deal with this challenge," he said.

David concluded, "I think this is a progressive approach. It is about caring for workers and for communities affected by the mining sector. Most of all, Khumbul'ekhaya shows that leadership is taking the initiative to lead from the front. If we continuously work together on matters of health and safety, we can achieve the goal of Zero Harm." 🍌

## Where it all began: the CEO Heartfelt Conversations

The genesis of Khumbul'ekhaya can be traced back to 25 January 2019, when more than 50 mining executives, including 34 industry CEOs and four Minerals Council office bearers, gathered for a half-day facilitated health and safety event.

The event, which was called the CEO Heartfelt Conversations, aimed to encourage deep and intense introspection into and facilitate meaningful engagement on health and safety-related issues in the mining industry.

The CEO Heartfelt Conversations came in the wake of the National Day of Safety and Health in Mining campaign. Held in August 2018, the campaign encouraged member and non-member companies to publicly and visibly reaffirm their commitments to health and safety. The campaign was effective in a number of different ways, and contributed to a marked improvement in health and safety figures in the final four months of the year. Overall, the industry's 2018 fatality figures saw a 10% improvement on the previous year, a trajectory that continued into 2019.

Although this positive trend was reassuring, the Minerals Council acknowledged that further collective efforts were necessary.

### Conversations and commitments

The CEO Heartfelt Conversations examined a number of crucial issues, including the importance of visible leadership, sharing leading practices, and encouraging transparency in reporting. Ultimately, the group agreed:

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**Zero Harm remains the abiding aspiration guiding the industry's actions**

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**The step-change priority for 2019 and 2020 is the elimination of fatalities**

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**Health and safety, including the elimination of fatalities, need to be considered holistically**

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But the most critical outcome of the CEO Heartfelt Conversations was the establishment of a CEO-led strategy on health and safety. The strategy, the group agreed, needed to be a rallying cry for the step-change the industry needs, a word or phrase that spoke clearly to the strategy's intent, and that was positive, action driven, easy to remember and celebrated the diversity of the industry's workforce. The result was Khumbul'ekhaya. 🍌

## Industry leaders gather for Khumbul'ekhaya launch

Industry leaders gathered for the launch of Khumbul'ekhaya at the Johannesburg Country Club, alongside mining CEOs, unions and representatives from the DMRE and the MHSC.

"This is a truly meaningful day for the Minerals Council," said Roger Baxter, CEO Minerals Council South Africa. "It is one that, when we look back in years to come, will mark yet another significant turning point in our journey to Zero Harm."

Significant strides in improving industry safety and health performance in recent years have been possible through the collaborative efforts of employees and unions, the support of the DMRE, and mining companies. Collaborative initiatives — such as the MHSC 2014 Occupational Health and Safety Summit Milestones and the Centre of Excellence, the establishment of the MOSH Learning Hub, the work being undertaken by the Mandela Mining Precinct, and the CEO Zero Harm Forum — have made important contributions.

"These efforts have helped to contribute to an 87% fall in fatalities since 1993, from 615 fatalities in 1993 to 81 in 2018," Roger noted. "Though an impressive achievement, we knew that this wasn't good enough. No fatality is acceptable.

"Just 14 months ago we launched a mine health and safety day campaign that was taken up by 92 mines run by our members. The consequences of a massive collective industry effort were positive as the numbers of fatalities fell significantly. And these improvements have continued this year."

Roger concluded his address saying, "I want to give full recognition to our social partners and the positive contributions they have made. The regulator, in



Address by Roger Baxter, CEO Minerals Council

particular, the Chief Inspector of Mines, and the unions."

Also speaking at the launch, Themba Mkhwanazi, chair of the CEO Zero Harm Forum, explained the need for CEOs to drive the health and safety strategy. "At the centre of it all is the recognition that the quality of safety and health in the industry starts with us and depends on us, the industry's leadership. CEOs accept that their visible leadership is necessary to achieve such acceleration. We believe that notwithstanding the improved performance, we need a step-change in that performance. We need a monumental paradigm shift and a multi-pronged approach."

Matthew Grant from AMCU, speaking on behalf of the unions, welcomed the Khumbul'ekhaya initiative, especially the strides made by the CEO Zero Harm Forum over the years. But, Matthew noted, "Although we are doing well, we are not

doing well enough, particularly in respect of falls of ground." While recognising that fatalities are critical, he pointed out that the injuries resulting from falls of ground are equally important.

"Profitability can be achieved through the imperative of health and safety," added Matthew. "We know our role as organised labour, and we will play that role."

David Msiza, Chief Inspector of Mines and chair of the MHSC, concluded the proceeding by stressing the importance of collaborative efforts amongst industry partners. "The MHSC, CEOs and organised labour take the health and safety of mine employees and affected communities seriously. It is very important to continue in collaboration towards Zero Harm. This is a shared responsibility."

In the coming months, Minerals Council member companies will be hosting their own Khumbul'ekhaya launches, with CEOs intent on leading these programmes. 🍌

Matthew Grant, AMCU



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# In the words of the CEOs

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**“We need to become emotional about safety. People’s lives matter. People’s families matter. Our communities matter. We’re talking about people’s lives. And we genuinely care for the people who work for us.”**

*Mpumi Zikalala: CEO, De Beers*

**“We know that focus is often placed on safety. This initiative is also about driving the health aspect. It is about employees, even beyond the world of work. At retirement, employees must be healthy.”**

*Moses Madondo: senior vice president AngloGold Ashanti*

**“Khumbul’ekhaya is an opportunity to reflect and to personalise safety.”**

*Chris Griffith: CEO, Anglo American Platinum and former chair of the CEO Zero Harm Forum*

**“The CEO Heartfelt Conversations was a realisation that processes, systems and technology will only take us so far. We have to focus on leadership.”**

*Themba Mkhwanazi: CEO, Kumba Iron Ore and chair of the CEO Zero Harm Forum*

**“It is necessary that all stakeholders implement Khumbul’ekhaya to ensure that fatalities are eliminated in this industry. Employees and their families must believe and understand that CEOs are committed and our hearts are in this.”**

*Mike Teke: CEO, Seriti Resources*



*Themba Mkhwanazi: CEO, Kumba Iron Ore*



**“Let us be very open about this issue so that we can have a deep and meaningful conversation about it, not just in terms of statistics but in terms of the preservation of human life.”**

*Mxolisi Mgojo: CEO, Exxaro and president of the Minerals Council South Africa*

Scan the QR code above to watch CEOs speak about the Khumbul’ekhaya initiative. [www.youtube.com/watch?v=bTbKKitytws](https://www.youtube.com/watch?v=bTbKKitytws)

## Khumbul'ekhaya in the media

To find out more about the Minerals Council's Khumbul'ekhaya launch, take a look at the news articles listed below:

-  **1 October 2019** Mining on track to record fewest deaths yet as industry aims for zero fatalities
- 2 October 2019** Minerals Council South Africa launches health and safety strategy
- 2 October 2019** Mxolisi Mgojo: SA's mining industry is digging deep to improve health and safety
- 2 October 2019** New technologies can make mining safer, sunrise industry – Mgojo
- 3 October 2019** 35: SA on track for lowest number of fatalities in history
- 3 October 2019** Mining industry aims for zero deaths by 2024, indaba hears

[www.safetyandhealthinmining.co.za/resources/media-coverage](http://www.safetyandhealthinmining.co.za/resources/media-coverage)



# Get social

Show your commitment to Khumbul'ekhaya by following and posting to our Facebook page.

The Minerals Council encourages mining companies to share their safety days on Facebook using the hashtag "#rememberhome". You can also help to grow the Khumbul'ekhaya Facebook following by sharing our posts on your company page.

If you have a company Facebook page:

**Step 1:** Develop a brief description for your safety and health post.

**Step 2:** Source engaging images or videos to post with your description.

**Step 3:** Ensure that you include @KhumbulekhayaSafetyAndHealth and #rememberhome in your post.

If you do not have a company Facebook page, please follow steps 1 and 2 and email your information to [Khumbulekhaya@rasc.co.za](mailto:Khumbulekhaya@rasc.co.za). The Khumbul'ekhaya team will post your written and visual content on our Facebook page for you.



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