



POWERING POSSIBILITY

**MANAGEMENT STANDARD:
EXXARO POLICY, LEADERSHIP AND
COMMITMENT STANDARD**

SHEC-MS- 2.2.1.9

REVISION

Version 1.0

ISSUE DATE

2011-08-25

APPROVED BY

EXCO

DOCUMENT NR	REVISION	DATE IMPLEMENTED	PAGE
SHEC-MS- 2.2.1.9	1.0	2011-08-25	1 of 8

TABLE OF CONTENTS	PAGE
1. PURPOSE AND OBJECTIVES	4
2. MANAGEMENT INTENT	4
3. BACKGROUND.....	5
4. REQUIREMENTS	5
5. COMPLIANCE WITH REQUIREMENTS	7
6. REFERENCES, DEFINITIONS AND ABBREVIATIONS	8

DOCUMENT NR	REVISION	DATE IMPLEMENTED	PAGE
SHEC-MS- 2.2.1.9	1.0	2011-08-25	2 of 8


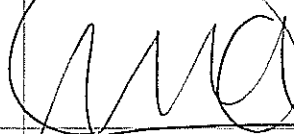
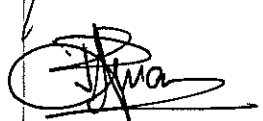
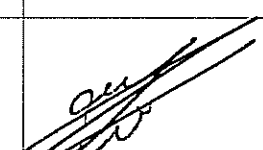
DOCUMENT CONTROL

Document

Information

	Information
Document ID	EXXARO POLICY, LEADERSHIP AND COMMITMENT STANDARD
Document Owner	Witness Kwaza
Issue Date	2011-08-25
Last Saved Date	2011-08-25
File Name	POLICY, LEADERSHIP AND COMMITMENT STANDARD

Document Approvals

Role	Name	Signature	Date
Corporate Safety Advisor	Witness Kwaza		17/08/2011
General Manager: SSD For and on behalf of SSD Managers	Mongezi Vetu		17/08/2011
Executive General Manager: Mineral Sands and Base Metals For and on behalf of SSD Forum	Trevor Arran		25.8.2011.
Chief Executive Officer: Exxaro For and on behalf of EXCO	Sipho Nkosi		31-08-2011

DOCUMENT NR	REVISION	DATE IMPLEMENTED	PAGE
SHEC-MS- 2.2.1.9	1.0	2011-08-25	3 of 8

1. PURPOSE AND OBJECTIVES

Management shall demonstrate leadership and commitment to SHEC in line with Exxaro's Vision of Zero Harm. This shall include the development and maintenance of the Exxaro Safety and Sustainable Development Policy, which shall be fully aligned with Exxaro's vision and principles

2. MANAGEMENT INTENT

Management intent is to establish a standard to:

- Ensure that the Exxaro Safety and Sustainable Development policy fully reflects the Exxaro Vision and Principles, and remains relevant to the nature and scope of its activities
- Ensure that the SHEC management system is effectively implemented by the allocation of roles, responsibilities and accountability to the appropriate senior management staff in Exxaro, and that these roles, responsibilities are carried out
- Ensure that executives, management, personnel and contractors at each Exxaro operation have a clear understanding of the need to comply with corporate and site-specific SHEC standards and of the consequences of non-compliance.
- Develop systems and approaches to increase the level of commitment by all employees and contractors to effective SHEC management, and to provide supervisors and management the opportunity to demonstrate their personal commitment by active participation in key SHEC activities and by their personal behaviour

DOCUMENT NR	REVISION	DATE IMPLEMENTED	PAGE
SHEC-MS- 2.2.1.9	1.0	2011-08-25	4 of 8

3. BACKGROUND

The policy document defines the Exxaro executive's approach to achieve zero harm – to personal safety, to health, to the environment and to the communities that Exxaro works in.

This policy has to be underpinned by the allocation of responsibilities to senior personnel, to ensure that the policy moves from commitment statement to implementation.

Evidence of senior management commitment to the policy, the values and to the full implementation of the SHEC system is essential if the organisation expects all employees and contractors to follow suit. Commitment cannot be imposed on people – it is a value that is self-generated, and requires leadership and consistent senior management leading by example to become embedded in an organisation.

4. REQUIREMENTS

- Exxaro shall maintain a Safety and Sustainable Development policy that is appropriate to the nature and scale of its activities. The Exxaro Board shall endorse that SSD policy and will review it regularly to ensure it remains current and relevant. The Exxaro SSD policy is available to all stakeholders.
- Senior management at each Exxaro operation shall be accountable for establishing and maintaining the operation's Safety and Sustainable Development policy and a SHEC management system that, as a minimum, shall reflect the Exxaro Vision and Principles. The policy and SHEC management system shall be consistent with the requirements of internationally recognised SHEC management system standards such as OHSAS 18001 and ISO 14001:2004.
- The SSD policy should be reviewed periodically and if and when it is necessary or if any changes occurs in the business to ensure that it

DOCUMENT NR	REVISION	DATE IMPLEMENTED	PAGE
SHEC-MS- 2.2.1.9	1.0	2011-08-25	5 of 8

remains relevant and appropriate to the nature and extent of the risks that the operation faces.

- Executives and management at each Exxaro operation shall be ultimately accountable for Safety and Sustainable Development. In keeping with the Vision of Zero Harm, they shall have a clear responsibility to set priorities for SHEC and to ensure processes are in place to deliver continual improvement. This will include responsibility for the allocation of adequate resources (financial and manpower) to ensure that these processes can be effectively implemented.
- Clear roles, responsibilities and accountability shall be defined, documented and communicated to all appropriate personnel for all levels and functions within the organization. This is to ensure the effective implementation of the SHEC management system.
- A member of management with specific responsibility for ensuring the effective implementation of the Safety and Sustainable Development policy and the SHEC management system shall be appointed.
- Adequate resources (human, technical and financial) to ensure the effective implementation and maintenance of the SHEC management system shall be allocated.
- Executives and managers at each Exxaro operation shall adopt formal processes that recognise, reinforce and reward desired SHEC outcomes.
- Performance contracts shall formally define SHEC accountabilities and responsibilities of senior executives and senior management at each Exxaro operation.
- Executives, management, personnel and contractors at each Exxaro operation shall demonstrate a clear understanding of the need to comply with corporate and site-specific SHEC standards and of the consequences of non-compliance. This shall include their commitment to Zero Harm and the SHEC Principles by preventing and/or correcting unsafe behaviours and work conditions.

DOCUMENT NR	REVISION	DATE IMPLEMENTED	PAGE
SHEC-MS- 2.2.1.9	1.0	2011-08-25	6 of 8

- Executives, management and first-line supervisors at each Exxaro operation shall visibly demonstrate their commitment to SHEC by participating in SHEC programmes, audits and reviews to ensure that the corporate and site-specific SHEC standards are embedded in workforce behaviours. This shall include engaging with personnel and contractors, leading by example, the use of behavioural based observation techniques and the demonstration of effective visible felt leadership.
- Executives, managers, personnel and contractors at each Exxaro operation shall demonstrate their understanding of their responsibility to refuse to allow work to be undertaken or continued where conflict exists between SHEC and other business priorities.

5. COMPLIANCE WITH REQUIREMENTS

It is the responsibility of the Exxaro top management and the Board of Directors to provide the resources for the overall implementation and governance of this management standard.

The senior management, middle management and all Exxaro employees and contractors shall comply with this standard at all times. It is expected of every employee to personally conform to the BU procedure that results from this management standard.

SHEC practitioners and line managers at corporate and BU level must facilitate the development, implementation and assessment of this management standard. This standard must be implemented with immediate effect after approval by EXCO.

A process and outcomes assessment shall be done from time to time by means of a self assessment schedule, a corporate team or a third party verification audit to assess the measure of compliance to this management standard.

DOCUMENT NR	REVISION	DATE IMPLEMENTED	PAGE
SHEC-MS- 2.2.1.9	1.0	2011-08-25	7 of 8

6. REFERENCES, DEFINITIONS AND ABBREVIATIONS

REFERENCES	
Doc. No.	Title

DEFINITIONS	
Term	Term
SHEC	Safety Health Environment and Community
ISO	International Organisation for Standards
EXCO	Executive Committee

DOCUMENT NR	REVISION	DATE IMPLEMENTED	PAGE
SHEC-MS- 2.2.1.9	1.0	2011-08-25	8 of 8