

Leadership

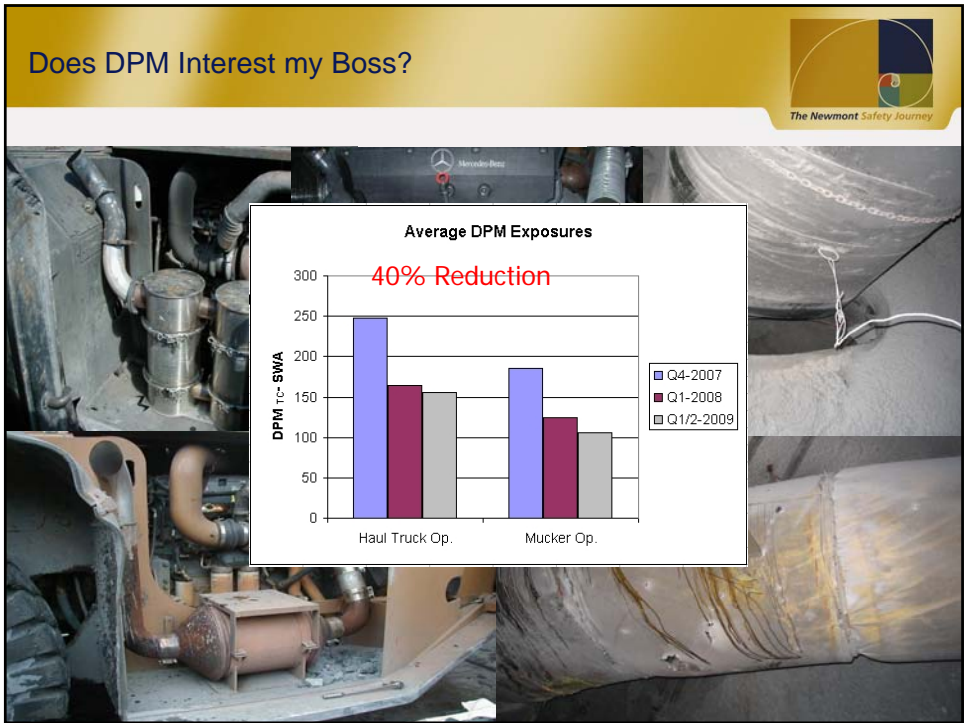


- *“What interests my boss fascinates me”!!!*
If the Leader values **production** - people will attempt to achieve the **production** goals set by the Leader.


If the Leader values **safety** - people will attempt to achieve **safety** within the production goals set by the Leader.
- *Our people will always attempt to achieve what their Leaders **value**.*

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Culture Iceberg Analysis



The Newmont Safety Journey

Visible

Diesel Particulate Matter (DPM) exposure levels exceed allowable limit

Norms:


It's OK to idle equipment or run electric jumbo drills on diesel when...

- It's hot and the AC unit doesn't work when the engine is shut off
- Electricity has not been advanced to the face


Beliefs:

Because...


- It's only one piece of equipment
- Less dpm is produced at idle
- Getting the round is more important



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What Influences Evolution?




The Newmont Safety Journey

John Gall's "Systemantics: How Systems Really Work and How They Fail", on why it's good for systems to evolve:

- "As evolution is the only system known to produce intelligent behaviour, it is to be preferred."
- "A complex system that works is invariably found to have evolved from a simple system that worked. The inverse proposition also appears to be true: A complex system designed from scratch never works and cannot be made to work. You have to start over, beginning with a working simple system."

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Senior Leadership Performance Matrix 2008

The Newmont Safety Journey

		HSLP CPR -- Newmont ELT Performance Requirements - 2009									
		LEAD INDICATOR- HSLP EDUCATION				LEAD INDICATOR- HSLP PERFORMANCE					
		1	2	3	4	5	6	7	8	9	10
		ICMM Fatal Guidance Awareness and Action	Introduction to Safety Journey (Safety Summit)	Occupational Health and Hygiene	Baseline Results from Safety Journey	Conduct/Participate in HSLP Oversight Inspection (Outside Responsible Area)	Active leaders role to drive Departmental Safety Journey Education Session	Participate in SLT Monthly Conference Call when discussing HSLP Updates	Improvement Opportunities from Safety Journey Mapping in Business Plan	Progress on Plan Addressing 2008 Gov. Audit Findings	Documented Mitigation Plan for High & Extreme Ops. Risks
Newmont Leaders											
Board Ops & Safety Directors		01	02	03	04	Annual	N/A	N/A	N/A	N/A	N/A
	Performance Weighting	25%	25%	25%	25%	25%					
	Completion %	25%	25%	25%	-	-					
Committee											
ELT (Operations)		01	02	03	04	Semi Annual	Annual	Monthly	Annual	Quarterly Reporting	Quarterly Reporting
	Performance Weighting	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
	Completion %	3%	3%	3%	-	-	3%	3%	-	-	-
CDD											
ELT (Non-Operations)		01	02	03	04	Semi Annual	Annual	Monthly	N/A	N/A	N/A
	Performance Weighting	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%			

Education

1. ICMM Fatal Guidance Awareness and Action
2. Introduction to Safety Journey
3. Occupational Health and Hygiene
4. Baseline Results from Safety Journey

Performance

5. Conduct HSLP Oversight Inspection
6. Active Leaders Role to Drive Departmental Safety Journey
7. Participate in SLT Monthly Call Discussing HSLP Updates
8. Improvement Opportunities from Safety Journey Mapping in Business Plan
9. Progress on Plan Addressing 2008 Gov. Audit Findings
10. Documented Mitigation Plan for High and Extreme Risks

What Gets Measured Gets Done



The Newmont Safety Journey

“When all is said and done, a lot more gets said than done” – Lou Holtz

Lead Metric – Things that have a direct impact on the expected outcomes

Lag Metric – The expected outcome (accident rates or air quantity/quality)

- All Regions, Exploration and Projects have defined HSLP performance metrics

✓ **Monthly Lead:**

- % against Planned Meetings
- % against Planned Inspections
- % against HSLP Business Plan
- % against meeting Safety Alert Standard




Monthly Lag:

- TRAFR
- LTAFR
- Severity Rates



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Sample DPM Program Metrics




The Newmont Safety Journey

Progress Targets % Completion	2008				2009	
	1 st Qtr	2nd Qtr	3 rd Qtr	4 th Qtr	1 st Qtr	2nd Qtr
1 Quarterly Personal DPM Sampling	20	40	60	80	100	
2 Bi Annual Mine DPM Survey & Model	20	40	60	80	100	
3 Area DPM Surveys	20	40	60	80	100	
4 Alternative Diesel Engines		20	40	60	80	100
5 Engine Maintenance & Performance		20	40	60	80	100
6 Alternative Fuels				20	40	60
7 Engine Exhaust After Treatment Devices				20	40	60
8 Alternatives to Diesel Equipment		20	40	60	80	100
9 Mine Planning		20	40	60	80	100
10 Mine Ventilation Survey	20	40	60	80	100	
11 Environmental Cabs		20	40	60	80	100
12 Administrative Controls		20	40	60	80	100

Priority






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Other Key DPM Activities




- Software / Hardware
 - Ventilation modeling
 - Remote control of ventilation circuits
 - Real-time diagnostics of engine performance through Electronic Control Modules (ECM)
 - Personnel and equipment tracking systems
 - Remote CO/CO2 monitoring
 - Semi-quantitative real-time dpm monitoring (Dustrak)
- Resources
 - Ventilation engineers
 - OH&H professionals
- Experience
 - Good practice sharing between sites


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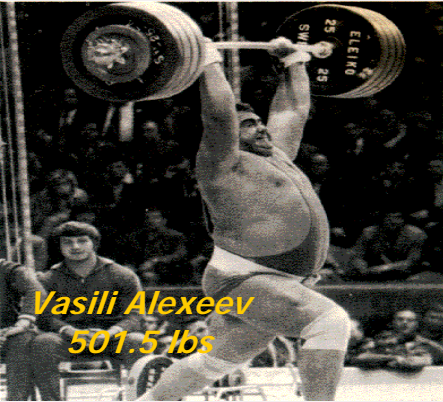
Perception is Reality



The limits we set for ourselves exist in our minds.




*Roger Bannister
May 6, 1954
3.59.4 minutes*



*Vasili Alexeev
501.5 lbs*

> 200 ran it in under 4 minutes

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Summary:



- ***Sometimes, if we let our hearts do the talking and believe in our ability to overcome past perceptions, we can create "a new reality".***
- ***If the perception is that Ventilation plays second fiddle to production, then it will.***
- Is 160 ug/m³ an achievable number for exposure to dpm?
- Is it justified? Doesn't matter, it's now the law.

- **WHAT IS THE STANDARD BY WHICH WE SHOULD OPERATE GLOBALLY?**