



ONE

Global Safety Standards

ANGLOGOLD ASHANTI

9 February 2011

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Our Commitment to the Safety Standards

We will live **Safety is our first value** by supporting our belief that people are more important than tonnes, processing plants and headgear. Safety is our first value because every one of us matters; People are the Business...our Business is People.

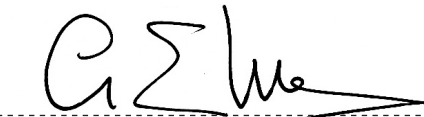
To this end, we are committed to implementing the Safety Standards throughout our organisation, and will support and drive their acceptance and application.



Mark Cutifani - Chief Executive Officer



Richard Duffy - EVP Africa



Graham Ehn - EVP Australasia



Srinivasan Venkatakrishnan - Chief Financial Officer



Yedwa Simelane - SVP Government Relations



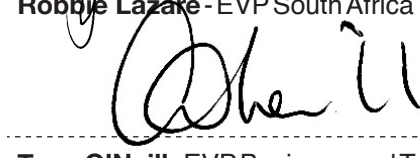
Thero Setiloane - EVP Sustainability



Ron Largent - EVP Americas



Robbie Lazare - EVP South Africa



Tony O'Neill - EVP Business and Technical Development



Charles Carter - EVP Business Strategy

The Safety Framework Alignment with the Management Framework

Context	Desired Outcome	Corresponding Standards and Guidelines		
Leadership	Effective strategy and governance	Strategic Planning, Goals and Targets	Corporate Governance, Legal and Other Requirements	
Line Ownership	Engagement and accountability	Safety Leadership and Accountabilities	Co-Design and Conversations	
HR Systems	Fit, healthy and competent people	Awareness, Training and Competence	Health, Wellbeing and Fitness for Work	
Technical Systems	Safe, healthy environment	Design, Construction, Commissioning, De-commissioning and Closure	Occupational Environment	Community Safety
	Appropriate and effective assets and equipment	Procurement and Disposal	Operational and Asset Integrity	
	Effective processes	Proactive	Work Planning	Safe Work Practices
			Contractor, Supplier and Partner Selection and Management	Hazard and Risk Management
		Reactive	Incident Management	Emergency Response, Crisis Management and Business Continuity
	Useful, accessible knowledge	Technology, Research and Development	Knowledge Management	
Measure and Review	Continuous improvement	Performance Measurement	Learning from Experience	

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Strategic Planning, Goals and Targets

SAFETY STANDARD

Intent

Our goal is to ensure that Safety is a strategic objective and integrated into all business processes. To do this Safety requirements need to be formally identified, planned, integrated, resourced, communicated and measured.


Principles

-  In implementing this standard, we will apply the following principles:
- The strategic intent for Safety is an integral part of business planning and is based on business Risk Profiles, including identified significant issues, risks and opportunities.
 - Strategic Safety Plans should be developed, implemented and reviewed annually to ensure that they are applicable, relevant and effective in achieving our strategic intent for Safety, including the Safety Standards.
 - Relevant stakeholders should be encouraged to be involved in the development of the annual Strategic Safety Plans.
 - Appropriate accountabilities for achieving the set goals and targets are assigned.

Attitude

-  In order to meet this standard, we need to:
- Be engaged and forward thinking.
 - Be accountable for implementing Strategic Safety Plans.
 - Learn from experiences and identify opportunities for improvement.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- EXCOM to identify and document the strategic intent for Safety in consultation with relevant stakeholders.
 - Ensure learnings from incident reviews are incorporated into strategic plans.
 - Annual Safety Strategic Plans to be developed by each region in line with the strategic intent for Safety.
 - Annual country/operational Safety Strategic Plans to be developed in line the Regional Strategic Plans.
 - Integrating Safety strategic plans into other business processes.
 - Reviewing and updating the Strategic Safety Plans.
 - Engaging relevant stakeholders in the development of annual Safety Strategic Plans.
 - Incorporating appropriate accountabilities for achieving the set goals and targets into employee role descriptions.

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Leadership 1: Strategic Planning, Goals and Targets	5	9 February 2011	2

Corporate Governance, Legal and Other Requirements


SAFETY STANDARD

Intent

Our goal is to ensure that we maintain a social license to operate. To do this we need to:

1. Ensure compliance with all Safety legislative and other regulatory requirements.
2. Ensure compliance with mandatory requirements of corporate directives and guidelines.
3. Demonstrate duty of care to all AngloGold Ashanti employees, contractors and visitors.


Principles

-  In implementing this standard, we will apply the following principles:
- Compliance to all relevant legislation, regulation and other mandatory requirements.
 - Where local legislation does not require an adequate level of Safety performance, the country/region should revert to the AngloGold Ashanti Safety Standards.
 - An AngloGold Ashanti Safety Framework should be developed, enabled and continuously improved.
 - Global Safety Standards should be implemented and routinely reviewed.
 - Accountabilities should be assigned for meeting and reporting progress against the Safety Standards.
 - We should be actively involved in influencing changes to legislation, regulations and other mandatory requirements.

Attitude

-  In order to meet this standard, we need to:
- Support the AngloGold Ashanti Safety Framework and the creation of workplaces free of injury and illness.
 - Be mindful, engaged and compliant with stipulated Safety requirements.
 - Personally reflect and assign clear accountabilities for Safety.
 - Work collaboratively to ensure compliance with all legislative, regulatory and other mandatory requirements, including the Safety Standards.
 - Display visible, committed leadership.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Ensuring the establishment of a resilient Safety culture in line with the AngloGold Ashanti Safety Framework.
 - Identifying, accessing and documenting all applicable laws, regulations and other requirements in a compliance register.
 - Tracking and identifying all changes to legislative, regulatory and other requirements.
 - Communicating new and amended legislation, regulations and other requirements to relevant employees that would affect their accountabilities.
 - Implementing and reviewing Safety Standards and measuring performance against the Safety Standards.
 - Assigning accountabilities and authorities for liaising with external authorities and organisations to influence legislative development that impacts on AngloGold Ashanti and to ensure changes in legislation are captured and responded to.

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Safety Leadership and Accountabilities

SAFETY STANDARD


Intent

Our goal is to ensure that we have Safety leaders at all levels of the organisation that demonstrate leadership, commitment and accountability, and who are engaged to promote and enhance a resilient Safety culture.


Principles

-  In implementing this standard, we will apply the following principles:
- Safety leadership and accountabilities should focus on establishing a resilient and mindful Safety culture.
 - A management culture should be created and maintained that actively supports Safety objectives, commitments and strategies.
 - Management should have a clear set of values and Safety principles which are understood and respected through all line structures, and have the authority to act on them.
 - Human, financial and technological resources to manage Safety should be allocated.
 - Safety leadership practices should be incorporated into aspects of Managerial Leadership and integrated into all roles and accountabilities, as part of the System for People.

Attitude

-  In order to meet this standard, we need to:
- Commit to and participate in improving Safety performance through our work and leadership
 - Support the AngloGold Ashanti Safety Framework and the creation of workplaces free of occupational injury and illness.
 - Be mindful, engaged and compliant with stipulated Safety requirements.
 - Personally reflect and assign clear accountabilities for Safety.
 - Display visible and committed leadership.
 - Understand our expected Safety accountabilities and behaviours.
 - Believe that we cannot accept injuries or impairment to health as a natural consequence of our work.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Developing, reviewing and updating a Safety Policy as part of the Safety Framework, through appropriate consultation, and based on the company values and Safety Guiding Principles.
 - Defining, documenting and communicating roles, accountabilities, measurable performance indicators, lines of reporting, and organisational structures for all employees.
 - Identifying generic managerial accountabilities with regard to Safety, Safety accountabilities appropriate to each level of work, and job specific Safety accountabilities that are communicated, understood and applied.
 - Ensuring that appropriate skills and competency training is provided.
 - Recognising, reinforcing and rewarding Safety initiatives, innovations and desired behaviours and outcomes, and dealing appropriately with unacceptable behaviours and outcomes.
 - Evaluating Safety leadership and accountabilities through the performance review process.

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Line Ownership 3: Safety Leadership and Accountabilities	5	9 February 2011	4


Co-Design and Conversation

SAFETY STANDARD


Intent

Our goal is to ensure that an environment is created where employees and contractors are enabled to contribute to the establishment, ongoing support, and ownership of a Safe workplace.


Principles

-  In implementing this standard, we will apply the following principles:
- Relevant stakeholders should be engaged in line with our strategic intent for Safety.
 - Leaders should be held accountable for engagement with this being linked to their performance management.
 - Formal and informal processes should be established to facilitate ongoing engagement.

Attitude

-  In order to meet this standard, we need to:
- Have a clear understanding of the strategic intent for Safety and be outcomes focused.
 - Communicate well, and establish clear expectations.
 - Listen, value and involve others.
 - Be supportive of each other.
 - Treat each other with dignity and respect.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Identifying relevant stakeholders for the development of strategies to engage on Safety matters, with the objective of increasing mindfulness and improving resilience.
 - Leaders to enable successful facilitation and engagement.
 - Establishing workplace forums that enable engagement and delegate decision making.
 - Ensuring that changes to workplace arrangements involve engagement with relevant stakeholders before implementation.
 - Strengthening the flow of Safety information, up down and horizontally across the organisation.

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Line Ownership 4: Co-Design and Conversation	5	9 February 2011	5


Awareness, Training and Competence

SAFETY STANDARD


Intent

Our goal is to ensure that employees have the appropriate skills, knowledge and competencies to perform their work Safely and effectively.


Principles

-  In implementing this standard, we will apply the following principles:
- Relevant stakeholders should be engaged in the development of awareness, training and competence strategies and plans in line with our strategic intent for Safety.
 - Competency frameworks should be developed that identify the core competencies for each role.
 - Strategies to improve awareness should focus on increasing mindfulness and optimising foresight to better anticipate unexpected events and accidents.
 - Training approaches will be valued and given priority and will consider differences in literacy, culture and language.
 - Recruitment criteria for employees should include an assessment of awareness, competencies, behaviours, performance and encourage diversity.
 - Training will be competency based, incorporating job related learning outcomes that can be measured objectively, ensuring that all employees are competent to perform their required roles.

Attitude

-  In order to meet this standard, we need to:
- Be engaged and mindful.
 - Understand our accountabilities.
 - Continuously seek opportunities for improvement.
 - Commit and participate in improving Safety performance through our work and leadership.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Incorporating training strategies into the overall business strategy and key performance indicators.
 - Identifying, prioritising, planning, documenting and monitoring the fulfillment of training needs for each level of work so that employees are competent to meet their accountabilities and perform their work Safely.
 - Appropriate competencies developed for each position and integrated into the performance management system.
 - Incorporating legal and regulatory requirements into required competencies for designated roles.
 - People are formally authorised before they can operate high risk plant or equipment.
 - Ensuring recruitment and transfers target the competencies required for the role.
 - Ensuring that induction programs emphasise hazard and risk awareness.

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HR Systems 5: Awareness, Training and Competence	5	9 February 2011	6


Health, Wellbeing and Fitness for Work

SAFETY STANDARD


Intent

Our goal is to keep people healthy, protect them from workplace exposures which may impair their physical, emotional or psychological wellbeing, and ensure their health-related capacity to perform work.


Principles

-  In implementing this standard, we will apply the following principles:
- The influence of health status on the ability to perform work should be considered for 'the right person doing the right work'.
 - Preventive health approaches should focus on addressing key health and wellbeing risks, and include initiatives to promote and encourage a healthy lifestyle both on and off the job.
 - Health, wellbeing and fitness for work, risks and exposures should be managed, investigated, analysed and acted upon in a manner consistent with the Hazard and Risk and Incident Management Standards.
 - Health, wellbeing and fitness for work records should be treated confidentially, and held for the prescribed time period, based on relevant legislative requirements.

Attitude

-  In order to meet this standard, we need to:
- Be vigilant in the identification and evaluation of health, wellbeing and fitness for work, recognising possible delayed onset of illness after exposure.
 - Actively seek opportunities for improvement.
 - Recognise the cultural diversity and impact of health, wellbeing and fitness for work.
 - Involve our people in the management of health, wellbeing and fitness for work.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Identifying and effectively managing health, wellbeing and fitness for work hazards and risks.
 - Educating and training personnel on potential occupational health, wellbeing and fitness for work exposures and management.
 - Manage exposure to hazards identified in accordance with set limits.
 - Ensuring early identification and management of both work-related and non work-related health, wellbeing and fitness for work issues.
 - Assessing fitness to work, determining capacity for specific jobs, and facilitating rehabilitation following work-related injury or illness.
 - Preventing employees from performing work if their health, wellbeing and fitness for work presents immediate, or longer term danger to themselves or others.
 - Ensuring access to the provision of equitable and sustainable healthcare.

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HR Systems 6: Health, Wellbeing and Fitness for Work	5	9 February 2011	7


Design, Construction, Commissioning, De-commissioning and Closure

SAFETY STANDARD


Intent

Our goal is to ensure that the hazards and risks associated with the design, construction, commissioning, de-commissioning and closure of operations, plant and facilities are identified and managed.


Principles

-  In implementing this standard, we will apply the following principles:
- Safety should be the leading managerial criteria and measure of success of any design, construction, commissioning, de-commissioning and closure project.
 - CAPEX procedures should ensure that the relevant Safety Standards are included in each capital expenditure proposal.
 - Any changes to the design, construction, commissioning or de-commissioning and closure methodology after original sign-off should meet the Change Management Standard.
 - A design, construction and commissioning plan should be developed that incorporates risk management, responsibilities, conformance to required standards and identifies appropriate stages for risk assessments, with de-commissioning and closure in mind.
 - The Risk Profile should be updated prior to acceptance and handover.
 - The Contractors, Suppliers and Partners Selection and Management Standard should apply when contracting companies are used at any stage of construction commissioning, de-commissioning and closure.

Attitude

-  In order to meet this standard, we need to:
- Ensure that inherently Safe solutions are considered and implemented.
 - Continuously seek opportunities for improvement.
 - Be conscious of local constraints and sensitivities.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Validating the design integrity at conceptual design, prefeasibility and prior to acceptance and handover, and/by utilising third party reviews.
 - Ensuring that technical standards for the design, construction, commissioning, de-commissioning and closure are compliant with legislation, regulation and relevant industry codes and utilise sound engineering practice and risk management principles.
 - Ensuring that hazards and risks are identified and managed, in accordance with the Hazard Management Standard, for the planning, designing, construction, commissioning, de-commissioning and closure of new or changed mines, operations, plant or facilities.

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Occupational Environment

SAFETY STANDARD


Intent

Our goal is to ensure we design, plan for and maintain a working environment that is conducive to the health and wellbeing of people. In the process we understand and manage environmental stressors in, or arising from, the work place.

Principles

-  In implementing this standard, we will apply the following principles:
- Risk Profiles should be developed that includes health hazards for all AngloGold Ashanti operations.
 - Occupational environment engineering considerations should be included in all operational and engineering designs.
 - Occupational hygiene and health records should be treated confidentially and held for the prescribed period, based on relevant legislative requirements.

Attitude

-  In order to meet this standard, we need to:
- Be engaged, mindful and forward thinking.
 - Understand our accountabilities.
 - Learn from experiences and identify opportunities for improvement.
 - Be conscious of local constraints and sensitivities.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Developing a Risk Profile and Risk Register that includes health hazards for all AngloGold Ashanti operations with established controls.
 - Monitoring and evaluating the occupational health and hygiene management system and implementing improvement opportunities.
 - Conducting occupational health and hygiene assessments and monitoring programme by competent people for all occupations, tasks and work environments, consistent with exposure.
 - Reporting, investigating, analysing and actioning occupational health risks and exposures in accordance with the Incident Management Standards.
 - Developing and delivering education and training to the workforce on occupational environment hazards and workplace exposures.

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Community Safety

SAFETY STANDARD


Intent

Our goal is to identify, evaluate and effectively manage the hazards and risks associated with AngloGold Ashanti operations, which may impact on the Safety and wellbeing of local communities.


Principles

-  In implementing this standard, we will apply the following principles:
- Project or operational activities should minimise impacts caused by land use changes.
 - Operations and facilities should be designed, constructed, operated, de-commissioned and closed in accordance with appropriate practice.
 - Local communities should be engaged in Safety improvements, and assisting and collaborating with communities, local government agencies, and other interested or affected parties should be encouraged.

Attitude

-  In order to meet this standard, we need to:
- Have a clear understanding of the strategic intent for Safety and be outcomes focused.
 - Be vigilant in the identification and evaluation of health hazards and risks, recognising the possible delayed onset of illness after exposure.
 - Be engaged and mindful, and consider both current and future risk.
 - Focus on treating people with dignity and respect, taking cognisance of cultural differences.
 - Actively seek opportunities for improvement.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Developing Risk Profiles that identify potential impacts of AngloGold Ashanti operations on local communities, with appropriate risk management implemented.
 - Identifying and preventing potential community exposure to diseases which could result from project or operational activities.
 - Improving environmental conditions to reduce the incidence of certain endemic diseases.
 - Providing stakeholders with mechanisms for raising complaints and grievances which will be addressed by the organisation.
 - Planning and appropriately funding community health initiatives and infrastructure development in a transparent, equitable and sustainable manner.

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Procurement and Disposal

SAFETY STANDARD


Intent

Our goal is to ensure that the Safety hazards and risks associated with procurement and disposal of equipment, goods and materials are identified and managed throughout their life cycle.


Principles

-  In implementing this standard, we will apply the following principles:
- Authorisation criteria should be in place for the disposal of equipment, goods and materials.
 - All hazardous equipment, goods and materials should be managed responsibly and in accordance with regional statutory and regulatory requirements to prevent internal and external impacts.
 - Accountabilities should be assigned for the procurement and disposal of all equipment, goods and materials.
 - All hazardous substances and dangerous goods for use should be labeled in accordance with appropriate legislative and regulatory requirements.
 - Where practicable, we will create business opportunities for local contractors, suppliers and partners.
 - Comply with all applicable legislative and regulatory requirements.

Attitude

-  In order to meet this standard, we need to:
- Be engaged and mindful.
 - Understand our accountabilities.
 - Continuously seek opportunities for improvement.
 - Be conscious of local constraints and sensitivities.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Ensuring that the Safety hazards and risks associated with all procurement and disposal of new, second hand, hired or leased equipment, goods and materials are identified and listed in a Risk Register and managed.
 - Ensuring that equipment, goods and materials are in a Safe condition and can be used Safely in the use it was designed for at the time of disposal or sale (including gifts) and that appropriate disposal authorisation has been granted.
 - Disposing of relevant hazardous equipment, goods and materials through accredited and certified bodies.
 - Assigning accountabilities for the inspection and maintenance of hired or leased equipment in line with the manufacturer's requirements.
 - Keeping up to date records of all hazardous disposals.
 - Conducting formal risk assessments prior to the approval of all new equipment, goods and materials.

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Operational and Asset Integrity

SAFETY STANDARD


Intent

Our goal is to ensure the operational integrity of plant, equipment, infrastructure (assets), processes and protective systems.


Principles

-  In implementing this standard, we will apply the following principles:
- A critical plant and equipment register should be developed and maintained.
 - A competency-based system should be in place for the operation of plant and equipment.
 - Design data and operating limits for all plant, equipment and infrastructure should be available for all operations.
 - Proposals to modify operating or design limits should comply with the Change Management Standard.
 - Systems should be in place to manage the deactivation or overriding of Safety and/or protective systems/apparatus.

Attitude

-  In order to meet this standard, we need to:
- Be engaged and mindful.
 - Understand our accountabilities.
 - Continuously seek opportunities for improvement.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Developing, documenting and maintaining a register of critical plant and equipment and ensuring that all are inspected and maintained.
 - Scheduling all maintenance and inspections of critical plant and equipment.
 - Ensuring that only trained, competent and authorised personnel operate and oversee the operation of plant and equipment.
 - Reviewing systems, procedures and work practices to ensure that the control of risks are effective.
 - Documenting, reviewing and maintaining design data and operating limits for all plant, equipment and infrastructure.
 - Inspecting and testing plant and equipment that is newly installed and commissioned, or out of service for maintenance or modification, to ensure that operational integrity is maintained.

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Work Planning

SAFETY STANDARD


Intent

Our goal is to protect people from injury or illness by identifying and managing all potential hazards and risks during work planning.


Principles

-  In implementing this standard, we will apply the following principles:
- All work should be adequately planned, scheduled and resourced.
 - Work planning should identify and manage all potential hazards and risks.
 - All planned work should meet the requirements of the Safe Work Practices Standard.
 - All non-routine work or changes to planned routine work should meet the Change Management Standard taking into consideration cultural and environmental conditions.
 - We should all be involved in the planning of work.

Attitude

-  In order to meet this standard, we need to:
- Be engaged and mindful.
 - Understand our accountabilities.
 - Continuously seek opportunities for improvement.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Ensuring that routine and non-routine work is planned, scheduled and resourced prior to the commencement of work to deliver the right work, Safely and efficiently.
 - Ensuring that all work planning considerations, including special procedures, requirements or constraints for doing work are documented and communicated appropriately to all employees.
 - Allowing work plans to be changed to respond to evolving or newly identified hazards and risks, in accordance with the Hazard and Risk Management Standard.
 - Keeping track of a job when the work is complex, extends over a prolonged period of time and involves different teams.

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Safe Work Practices


SAFETY STANDARD

Intent


Our goal is to ensure that Safe Work Practices and Procedures minimise the exposure to Safety hazards and risks. To do this we need:

1. Minimum requirements and instructions developed for all routine work practices.
2. Work practices developed and designed through engagement with the workforce.


Principles

-  In implementing this standard, we will apply the following principles:
- Safe Work Practices and Procedures should be underpinned by the Risk Profile and Task Risk Assessment processes.
 - Safe Work Practices and Procedures should be reviewed regularly to ensure that they continue to be applicable, relevant and effective in controlling the risks for which they have been developed.
 - The workforce should be encouraged to be involved in the development of the Safe Work Practices and Procedures.
 - Employees and contractors should have access to up to date and relevant Safe Work Practices and Procedures.

Attitude

-  In order to meet this standard, we need to:
- Be engaged.
 - Be accountable for implementing safe work practices and necessary controls.
 - Learn from experiences and identify opportunities for improvement.
 - Be mindful of and assess for unknown hazards and risks.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Incorporating Safe Work Practices and Procedures into the standard work processes.
 - Developing, reviewing and improving Safe Work Practices and Procedures.
 - Engaging the workforce in the development of Safe Work Practices and Procedures.
 - Determining the effectiveness of Safe Work Practices and Procedures.
 - Determining the compliance with Safe Work Practices and Procedures.
 - Training the workforce in Safe Work Practices and Procedures and assessing individual competence.

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Change Management

SAFETY STANDARD


Intent

Our goal is to ensure the Safety of our employees, contractors and visitors during times of change. We do this by identifying and managing the hazards and risks associated with planned and unplanned changes.


Principles

-  In implementing this standard, we will apply the following principles:
- Changes will be managed in accordance with the Hazard and Risk Management Standard requirements.
 - A clear definition of what constitutes a change and how to initiate the change management process should be expressed, documented and understood.
 - Relevant stakeholders should be consulted prior to changes taking place and informed appropriately after emergency changes have been made.
 - Appropriate resources should be provided to manage the change effectively.
 - Formal reviews should be conducted to assess that the change management actions have been completed, their intended outcomes validated and any unintended or additional risks are identified and managed.

Attitude

-  In order to meet this standard, we need to:
- Be mindful and engaged.
 - Personally exhibit and assign clear accountabilities for Safety.
 - Understand the consequences and downstream impacts of the change.
 - Promote a culture where individuals feel comfortable to consider and discuss hazards and risks when the workplace changes.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Addressing changes in personnel, organisations, activities, facilities, physical environment, processes, equipment, technology, laws and regulations and other mandatory requirements.
 - Managing Safety risks associated with planned and unplanned changes.
 - Authorising proposed changes at the appropriate organisational level.
 - Engaging with all individuals, including external stakeholders, who may be affected by a proposed change in the development of the change proposal.
 - Ensuring that the change is carried out according to the change proposal.
 - Conducting formal reviews in order to assess the actual Safety impacts (including unforeseen impacts) of the change against the intended impact and reasons for deviation.

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Contractors, Suppliers and Partner Selection and Management

SAFETY STANDARD

Intent

To ensure that contractor, supplier and partner relationships are compatible with the AngloGold Ashanti Vision and Values.


Principles

-  In implementing this standard, we will apply the following principles:
- Performance requirements should be the primary driver of the selection criteria in line with the AngloGold Ashanti Safety Vision, Values and Guiding Principles, based on risk and evaluation of contractor, supplier and partner services and products.
 - Contractors, suppliers and partners should meet or exceed the AngloGold Ashanti Safety principles and Standards and possess a resilient and mindful culture.
 - Adequate conditions are created for contractors, suppliers and partners to fulfill their Safety commitments.
 - We should, where practicable, create business opportunities for local contractors, suppliers and partners, consistent with the Procurement and Disposal Standard.
 - Contractual agreements are in place that ensure that contracts are appropriately managed and the mobilisation is preceded by the development of agreed Safety Management Plans.

Attitude

-  In order to meet this standard, we need to:
- Support the AngloGold Ashanti Vision and Values and the creation of workplaces free of injury and illness.
 - Be mindful, engaged and compliant with the Safety Standards.
 - Establish clear accountabilities for Safety.
 - Work collaboratively to learn from experiences and continually improve Safety performance.
 - Report identified hazards and opportunities for improvement.
 - Comply with Fitness for Work Requirements.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Evaluating the compatibility of contractor, supplier and partner relationships.
 - The provision of adequate information and resources for the Safety and protection of contractors, suppliers and partners.
 - Ensuring adequate information is supplied prior to and post mobilisation by contractors, suppliers and partners to ensure the Safety of all personnel.
 - Ensuring that materials and equipment supplied, and services procured meet Safety and statutory requirements.
 - Evaluating and encouraging contribution to sustainable community development.
 - Measuring and monitoring the effectiveness of the relationship, compliance to contract obligations and performance targets, and identifying opportunities for improvement.
 - Appropriate interventions when Safety Standards are not being met.

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Hazard and Risk Management

SAFETY STANDARD

Intent

Our desire is for people to become expert navigators of risk and to create a culture where people are constantly mindful of risk. We do this by identifying and where possible eliminating hazards, and then by understanding and managing the remaining risks. In this way we aim to construct and maintain robust layers of defense at all levels of the organisation.


Principles

-  In implementing this standard, we will apply the following principles:
- A common approach for identifying and controlling risk consistent in all AngloGold Ashanti jurisdictions.
 - A common approach to managing well-known hazards that have caused serious incidents, through the introduction of Group Procedures.
 - Engaging the workforce in the development of the Hazard and Risk Management Systems and in reporting feedback.
 - Managing changes consistent with the Hazard and Risk Management and Change Management Standards requirements.

Attitude

-  In order to meet this standard, we need to:
- Be engaged in constructive conversations about hazards and risks.
 - Be actively involved in designing effective controls.
 - Be accountable for implementing Safe work practices and necessary controls.
 - Be mindful about the risks associated with our day-to-day tasks.
 - Be willing to learn from everyday experiences.
 - Assess risks on an ongoing basis and take action to address identified or unforeseen hazards.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for developing Risk Profiles through:
- Identifying the hazards in the workplace and operating environment.
 - Identifying and assessing the risks.
 - Developing controls to guard against the risks.
 - Making sure the controls are present in your workplace standards, procedures and work packages.
 - Ensuring people are mindful of the risks around them.
 - Monitoring the environment to make sure controls remain effective.
 - Reviewing the integrity of the system over time.

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Technical Systems 16: Hazard and Risk Management	5	9 February 2011	17


Incident Management

SAFETY STANDARD


Intent

Our goal is to ensure we learn from the collective of all incidents and determine the effectiveness of our hazard and risk management programmes. We investigate incidents thoroughly to understand where our defences have failed or were absent. We respond quickly and effectively to incidents to minimise damage.


Principles

-  In implementing this standard, we will apply the following principles:
- Work does not resume until the affected area has been rendered Safe and appropriate actions have been taken to reduce the risk of recurrence.
 - All processes for managing incidents should comply with local legislative requirements.
 - All incidents should be investigated by the relevant managers.
 - The relevant Regional EVP will be personally involved in the investigation of all high, major and extreme incidents investigations as per the Risk Assessment Impact Matrix and will sign-off the final investigation report.
 - Good Safety practice includes reporting near misses, unsafe practices and unsafe conditions.
 - The workforce should be encouraged to be involved in the review of incidents and the development of control actions.

Attitude

-  In order to meet this standard, we need to:
- Clear-headed and calm in responding to an incident.
 - Accountable for notifying relevant stakeholders internally and externally to AngloGold Ashanti.
 - Committed to understanding why the incident has happened and why the defenses failed.
 - Able to look beyond the immediate causes to understand what lessons we can learn as an organisation.
 - Open and transparent in examining and reporting on incidents, near misses, unsafe practices and unsafe conditions.
 - Diligent in implementing corrective actions.
 - Conscious of local constraints and sensitivities.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Immediate response to mitigate and stabilise the situation.
 - Incident notification.
 - Classify the incident, activate crisis and/or emergency management if appropriate and initiate an investigation.
 - Investigate the incident thoroughly.
 - Analyse the contributing factors surrounding the incident to determine where Hazard and Risk Management failed to prevent this incident.
 - Develop control actions.
 - Undertake an incident review process to ensure control actions are correct and executed.
 - Share the learning and embed into the organisation.
 - Gaining deeper insight and a more detailed understanding of underlying Contributing Factors, Patterns and linkages between Individual and Group incidents.

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Emergency Response, Crisis Management and Business Continuity

SAFETY STANDARD


Intent

Our goal is to ensure that AngloGold Ashanti plans, processes and accountabilities are in place to preserve the Safety of people, the integrity of assets and business continuity in emergency and crisis situations.


Principles

-  In implementing this standard, we will apply the following principles:
- Accountabilities and authorities should be established and maintained to ensure effective emergency response, crisis management and business continuity.
 - Relevant stakeholders should be engaged in the development of plans.
 - Emergency response, crisis management and business continuity plans should be aligned and take cognisance of external emergency response organisations.
 - All emergency and crisis scenarios should be managed by trained and competent personnel.
 - Formal reviews should be conducted following all incidents and drills to capture learnings, share experiences and embed improvements.

Attitude

-  In order to meet this standard, we need to:
- Be engaged and mindful.
 - Clear-headed and calm when responding to emergency or crisis situations.
 - Understand our accountabilities.
 - Be diligent in implementing and carrying out instructions and preventive or control actions.
 - Continuously seek opportunities for improvement.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Identifying and assessing all potential emergency scenarios, at AngloGold Ashanti and neighbouring operations and their impacts.
 - Developing management plans, systems, procedures and competencies to manage all identified emergency and crisis situations.
 - Documenting, assessing, communicating, and regularly reviewing information regarding emergency and crisis management.
 - Identifying, maintaining and testing, required resources for emergency response and ongoing recovery activities.
 - Scheduling and conducting regular emergency response drills and exercises that include liaison with and involvement of external response organisations and other stakeholders as appropriate.

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Technology, Research and Development

SAFETY STANDARD


Intent

Our goal is to identify existing and new technologies to reduce risk and to achieve Safety improvement.


Principles

-  In implementing this standard, we will apply the following principles:
- An AngloGold Ashanti Technology, Research and Development Strategy should be in place.
 - Research and development should focus on the physical, biological and social risks of the business.
 - CAPEX proposals should consider the related requirements for technology, research and development.
 - Technological development activities should cover the complete resources value chain, from exploration and mining through to downstream minerals processing and de-commissioning activities.
 - A risk based approach should be used in the identification of technologies or research and development.
 - New technologies and development should be controlled through the change management process.
 - Research and identification of existing technology in all industries should be considered for adoption prior to technological development.

Attitude

-  In order to meet this standard, we need to:
- Be engaged and mindful.
 - Understand our accountabilities.
 - Believe that we can work Safely and not accept injuries or impairment to health as a natural consequence of our work.
 - Continuously seek opportunities for improvement.
 - Be aware of applicable legislative and regulatory requirements.
 - Explore new possibilities and alternatives to introduce appropriate technology.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Consulting appropriate stakeholders in the development of an AngloGold Ashanti Technology, Research and Development Strategy and integrating this strategy into the overall business strategy.
 - Ensuring that technology, research and development expenditure proposals are reviewed and signed off appropriately.
 - Identifying existing or new technologies using a risk based approach.
 - Investigating research and development partnerships and establishing internal communities of interest in accordance with the Knowledge Management Standard.

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Knowledge Management

SAFETY STANDARD


Intent

Our goal is to ensure that we manage knowledge as a strategic asset. We will establish and maintain a Global Knowledge Management System that stimulates sharing of best practices and learning from internal and external experiences. This will help us reduce redundant work, avoid 'reinventing the wheel', reduce training time for new employees, retain intellectual capital, and adapt to changing environments and markets.


Principles

-  In implementing this standard, we will apply the following principles:
- Relevant stakeholders should be engaged in the development of the Knowledge Management Strategy in line with our strategic intent for Safety.
 - Clear accountabilities in respect of the elements of knowledge management should be defined.
 - The infrastructure should leverage off, or be integrated into existing global AngloGold Ashanti information platforms.

Attitude

-  In order to meet this standard, we need to:
- Be engaged.
 - Have a clear understanding of the strategic intent for Safety and be outcomes focused.
 - Be willing to learn and cooperate with other.
 - Be ready to challenge our thinking and consider adopting ideas from other parts of the organisation.
 - Actively seek opportunities for improvement.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Integrating knowledge management into the overall business strategy with key performance indicators.
 - Establishing Centres of Excellence for each area of interest defined in the Knowledge Management Strategy, leveraging expertise from across AngloGold Ashanti.
 - Establishing Communities of Practice as defined in the Knowledge Management Strategy.
 - Developing mechanisms to monitor and learn from the external environment for threats that may impact on the organisation, or opportunities which may be adopted and adapted to enhance operational excellence.
 - Ensuring documents are filed and managed appropriately to support knowledge management across the business.

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Performance Measurement


SAFETY STANDARD

Intent


Our goal is to ensure that our Safety systems are effective and meeting their intent, and that our Safety performance is continuously improving. To do this we need to:

1. Measure progress and performance to targets.
2. Monitor, audit and review our performance to identify trends.
3. Update our systems and processes.
4. Measure performance to the Safety Standards.


Principles

-  In implementing this standard, we will apply the following principles:
- Formal management reviews should be conducted to determine the suitability, adequacy and effectiveness of the Safety Standards.
 - Leading and lagging indicators should be developed and used to monitor, record and analyse performance in order to learn and continuously improve.
 - Conducting appropriate proactive and reactive measurements.

Attitude

-  In order to meet this standard, we need to:
- Be vigilant and engaged.
 - Explore underlying issues and identify potential lessons we can learn as an organisation.
 - Continuously seek opportunities for improvement.
 - Be conscious of local constraints and sensitivities.
 - Consider potential future challenges and opportunities.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Conducting annual reviews to determine the compliance to the Safety Standards, and to record, measure, monitor and analyse our Safety culture and performance against our strategic intent for Safety.
 - Conducting annual formal management reviews to determine the suitability, adequacy and effectiveness of the Safety Standards.
 - Identifying, reporting, responding to, and managing non-conformities and improvement opportunities.
 - Capturing and sharing learning across the organisation.
 - Developing, implementing and reviewing Safety Standards and measuring performance against the Safety Standards.

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Learning from Experience

SAFETY STANDARD


Intent

Our goal is to create a culture where people share their experiences and learn from each other so that we constantly improve our ability to identify and manage risk.


Principles

-  In implementing this standard, we will apply the following principles:
- We should be encouraged to take accountability for reporting and acting on opportunities for improvement.
 - People should be equipped with the knowledge and experience to deal with unexpected situations in a way that both manages the risk and identifies opportunities for improvement.
 - Learning processes should be aligned to, and interface with the Incident Management and Hazard and Risk Management Systems.

Attitude

-  In order to meet this standard, we need to:
- Be engaged and mindful.
 - Have a clear understanding of the strategic intent for Safety and be outcomes focused.
 - Reflect on our experiences and come up with innovative ideas and solutions.
 - Be willing to learn and cooperate with others.
 - Actively seek opportunities for improvement.
 - Be ready to challenge our thinking and consider adopting ideas from others, both internally and externally.

Process Requirements

-  To ensure that this standard is implemented effectively, the organisation needs to have robust processes for:
- Identifying opportunities for improvement in the workplace.
 - Defining and understanding opportunities for improvement and converting them into sustainable solutions.
 - Socialising, refining and implementing identified improvements within the workplace.
 - Capturing learning in the Knowledge Management System, and sharing ideas across the organisation.
 - Adopting and adapting new technologies and approaches from outside the organisation to improve Safety performance within AngloGold Ashanti.

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