



### **Supporting business objectives through leadership in health and safety - interview with Michael Meighen**

## **G. Michael Meighen**

**Find out from Michael Meighen - Director of Health, Safety, Environmental and Security (HSES) for the Americas and Kazakhstan Coal - about some of the current H&S challenges within his perimeter; what he and his team are doing to preserve the existing wealth of knowledge within the Mining segment; and whether risks in steel differ substantially from those faced in our mining operations.**

**Michael, please tell us what your current responsibilities are as part of the Mining team.**

I am responsible for developing leadership in health, safety, environment and security (HSES) in our Americas mining and Kazakhstan coal operations. Our role is to advance programmes and standards in each HSES area to support corporate objectives and the sustainability of our operations. In addition, as global manager of asset risk for Mining, I lead asset risk management reviews and coordinate efforts to reduce risk profiles across the segment.

**What is the most significant challenge currently facing the Mining segment?**

The most significant challenge across the ArcelorMittal Mining segment is the loss of industry knowledge due to the aging workforce and retirements. Our people are the strength of the Mining segment; we have dedicated people with a wealth of

experience and knowledge across the Mining segment. It is now more important than ever to make sure that this knowledge remains within the company. Equally, we need to capture lessons learned, and implement best practices and standard operating procedures to pass on to the next generation of miners. The programmes and standards developed by the segment are directed to sustain the mining of commodities, iron ore and metallurgical coal, and support our overall steel business going forward.

**How do you make sure the existing knowledge is shared within the segment?**

We regularly transfer knowledge of best practices between operations. One such practice is the pre-task analysis (PTA) form used at our operations in Brazil. The PTA form utilized here is a 'basic checklist' to review the three main factors of Safety, Health and Environment with potential exposure risks for employees prior to engaging in the performance of a work task. All crew members are engaged for input during a brief review and completed with an agreement signature. While other operations use similar practices, we recently introduced this as a best practice across the segment during our bi-monthly conference call session. We believe front line supervisors and their employees will more readily embrace this 'basic checklist' versus others that may be more complex. I believe our success with safety at the operations in Brazil is largely evidenced from using this approach.

**While we see an improvement year on year in terms of LTIFR and fatalities, internal statistics show that we are not really learning from our past mistakes. What are the main risks of injuries and fatalities within your perimeter?**

While we have enjoyed improvements in safety in the past few years, it is critical that we determine whether these improvements are the result of our H&S programmes or based on pure luck. Our focus in 2014 is the elimination of fatal injuries across the segment. As such, we have reviewed

fatality reports from the past 10 years to determine why these incidents occurred and to identify possible common factors. Our review has identified two significant issues across the Mining segment. The most significant issue are disasters in coal related to methane inundations with related fires and explosions due to coal dust that have resulted in multiple fatalities in the Mining segment. As a consequence, the Kazakhstan coal division has introduced additional controls to reduce the likelihood of methane gas inundations and related fatal injuries. We are also in the process of developing improved control standards to reduce the risk of coal dust explosions to further reduce the likelihood of multiple fatalities happening. These improved practices are being implemented with minimal expenditure and/or disruption to productivity. This will be a 'win-win' for both safety and production.

Otherwise, our second most significant fatality issue across the Mining segment is crushing due to close proximity by equipment and/or material as the primary cause. In 2013, we had four fatalities in Mining. All of these accidents were related to crushing, two were crushed by material and two were equipment related. We are in the process of developing a programme to raise awareness on close proximity/encumbered space or "Red Zone" areas to reduce the risk of these types of incidents.

**Do you see similarities between our health and safety challenges in steel and mining?**

While the working environment in steel and mining is completely different, the most frequent causes of accidents are largely the same. I mentioned the risk of methane inundations resulting in a fire in our coal mines. In steel, fires are prevalent with molten material, high voltage electrical power systems and natural gas usage. Fatal injuries related to crushing of persons by equipment and/or materials can occur in steel as well as in mining operations. A difference however is the risks related to working or falling from heights, where steel has more hazards and incidents in this area than would be expected in mining.

**Could you give us a brief update on the Courageous Leadership programme? What can we expect in 2014?**

Phase 1 of our Courageous Leadership programme has been completed across the Mining segment, with the exception of the Baffinland project operation. Courageous Leadership seeks to embed a safety culture within the Mining segment where employees are not afraid of speaking up if they see an unsafe act or situation. Overall, approximately 35,000 employees and contractors have participated in the training. Phase 2, is now underway in 2014 with the Kazakhstan coal division taking the initiative as the first operation for this training, together with Ukraine and Liberia. The goal is to move forward with the training across the Mining segment for the remainder of 2014.