



ZIA Values Case Study

Tronox: A focus on safety, health and the environment

In this series of case studies, we highlight the work of our members and how it aligns with the ZIA values. In this case study, Dylan Audeyev, VP Safety, Health, Environment and Quality at Tronox shares information about the organisation's unrelenting focus on health, safety and the environment.



About

As a vertically integrated producer of titanium dioxide and inorganic chemicals, Tronox mines and processes titanium ore, zircon and other materials, as well as manufacturing titanium dioxide products. With 6,500 employees, across six continents, the company has an unrelenting focus on operating safe, reliable and responsible facilities and a firm set of organisational values.

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*Our core promise is to deliver safe, quality, low-cost sustainable tons.
So, safety is not a nice to have, it's a must have.*

There are many ways in which Tronox extols the ZIA values. In this case study, we highlight some of the ways in which they act sustainably by going above and beyond to protect people and the environment.



ZIA Value

Sustainable by going above and beyond to protect:
PEOPLE

Tronox's leading core value is to 'have an unwavering focus on operating safe, reliable and responsible operations'. This value sets the foundation of its global Safety, Health and Environment (SHE) strategy, and it's achievement of the two safest years on record in this past two years.



Tronox believe that to work safely, the challenges of daily work must be fully understood. Through this principle of understanding, Tronox aims to elevate how it guides, enables and executes work by building capacity – including time, resources and skills – and empowering its employees to lead with safety.

To embed the strategy, Tronox has partnered with some of the leading safety practitioners globally, which focus on a humanistic approach.

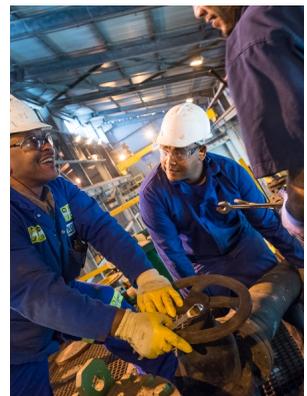
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Building on the great work of the past, we really want to understand the challenges of our people and work with them to make sure they are further removed from hazards. The best way to approach that is to work together as a team.

Taking a humanistic approach to safety, means the SHE strategy is centred around the concepts of human and organisational performance. Investing in employees at all levels so everyone supports each other is key - from leaders to supervisors and frontline workers, to teams that supervise contractors.

2021 training programs focused on:

- Exploring human and organisational performance philosophies with global safety experts, with a focus on an outward mindset and proactive improvement of work
- Enabling effective conversation and enhancing hazard management skills for frontline supervisors and managers to drive sustainable improvement
- Encouraging proactive action before any harm occurs, such as hosting “hazard hunts” prior to work commencement; or taking a “safe hold” to pause while executing a task to address emergent work, or to intentionally reset





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Other key work streams of the SHE strategy include enhancing and standardising: how operations are run; the way assets are effectively maintained; and the introduction of innovation and technology where it can help people do their job more effectively, efficiently and sustainably.

Specific ways Tronox supports staff with SHE include:

Lightening the backpack

A scheme that strips away any unnecessary administrative clutter, to enable supervisors to execute more effectively.

Through employee feedback, Tronox recognised that supervisors do a considerable number of activities aimed at making work safer. Each independent 'safety check' has been added overtime with the best of intention, without taking any tasks away. The 'lightening the backpack' project supports supervisors by stripping away what now is considered clutter or unnecessary work, to lighten their load to allow them to focus on only what is most important, leading to safer work.

Employee recognition

An awards scheme that recognises and celebrates employee and team contributions for best SHE practice and innovation.



Centres of excellence

A program where cross-functional teams build on the cumulative experience within Tronox to help address common issues, share best practices and technologies with the aim of creating value and reducing environmental impact. Sustainability is a key focus covering greenhouse gas and waste reduction and energy efficiency. Operational excellence, culture, diversity and inclusion, learning and development are key focuses too.

Tronox's global SHE strategy aligns how the organisation operates across different sites and fast-tracks improvement by leveraging advanced efforts across each operating region. By executing activities in parallel and employing a 'learn forward' approach, Tronox is escalating the speed at which work is improved for it's people, ensuring safer outcomes are the result.



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ENVIRONMENT

Environmental sustainability

Sustainability is integrated into every aspect of the Tronox business – from the culture to the operating practices.

Sustainability goals

Tronox's sustainability goals align with the UN Sustainable Development Goals. In 2021 Tronox became a signatory of the United Nations Global Compact, committed to the ten principles of Human Rights, Labour, Environment and Anti-Corruption.

Tronox has strengthened its commitment to sustainability by:

- Analysing their carbon footprint and ways to reduce it, allowing it to outline how it intends to align its business to a 2°C global warming scenario and meet the global challenge of achieving “net zero” emissions by 2050 and in Tronox's case also driving a 50% emissions reduction by 2030 following the TCFD framework.
- Amending executive compensation plans so that five percent of the annual bonus is now based on achieving an objective annual carbon emission reduction target.
- Launching a Global Sustainability Council that is charged with supporting the Executive Leadership team and the Board of Directors to make informed decisions on sustainability strategy.





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ENVIRONMENT

Meeting stakeholder expectations

Tronox has taken time to understand what is important to its stakeholders and their expectations in regard to sustainability, both regionally and globally. Such collaborative working has delivered sustained results, and deepened Tronox's connections throughout the value chain to reduce the environmental footprint of its products.

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To achieve big goals, we need to build a solid foundation, set meaningful and achievable targets, then take intentional steps forward to achieve those targets.

Vision: five years from now

Our ultimate goal is to become the industry-wide standard bearer for sustainability. We will get there by staying true to our approach to make intentional, well-planned steps forward to achieve our sustainability targets while living up to our core promise of delivering “safe, quality, low-cost, sustainable tons” of zircon, titanium dioxide (TiO₂) and other valuable industrial products.

More information on Tronox's sustainability work can be found on their *website* and in their *sustainability annual report*.



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ZIA operates a strict antitrust policy and Code of Conduct for all member communications and activities. Our members commit to ZIA values, which serve to encourage the industry to operate sustainably and with integrity.

