

From Paper to Practice

Co-Designing the Supervisor Safety Journey at IAMGOLD

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X



Safety on paper. Not always in the field.

The structural challenge facing decentralized mining operations

Mining is structurally decentralized.

- Corporate writes the standards. Sites run their own operations. The gap between the two is where incidents live.
- Safety expectations existed — they just weren't consistently applied.
- Disconnect between Corporate Head Office and Sites.



“The traditional fix — more documents, more training, more enforcement — has limits in a decentralized model.”

Decentralized Sites

Each site operates independently with its own culture and cadence

Standards in Documents

Regulations exist in files supervisors rarely open mid-shift

Inconsistent Application

The same standard interpreted differently site by site

Why top-down doesn't stick.

The structural problem — and why it needs a structural solution

***"People love what they design;
and own what they create."***



***Compliance
without ownership
is fragile***

Sites with strong local cultures quietly resist mandated standards they didn't shape.



***Documentation ≠
understanding***

A supervisor facing a hazard doesn't reach for the policy manual in that moment.



***Corporate as
architect of process
Sites as the owners***

The shift: Corporate designs the framework. Sites shape what goes inside it.



Enter Co-Design

The structural problem — and why it needs a structural solution

IAMGOLD Corporate

Sets the strategic framework, safety standards, and non-negotiables for all operations.

TidalCo:

Facilitates the process — design thinking, visualisation, and journey mapping expertise to translate standards into usable tools.

Côté, Essakane, and Westwood Sites

Brings field reality — what supervisors actually face across a 12-hour shift, and what clarity they need.

The result: a safety journey that Corporate & Sites recognize as their own.

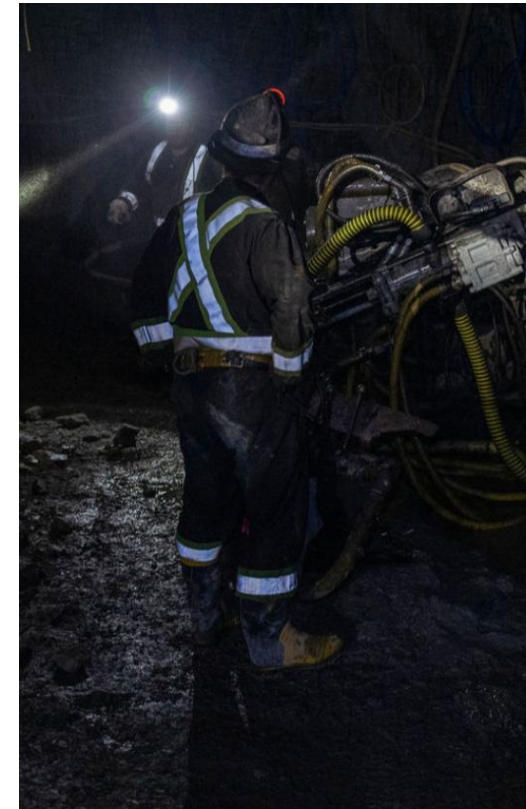
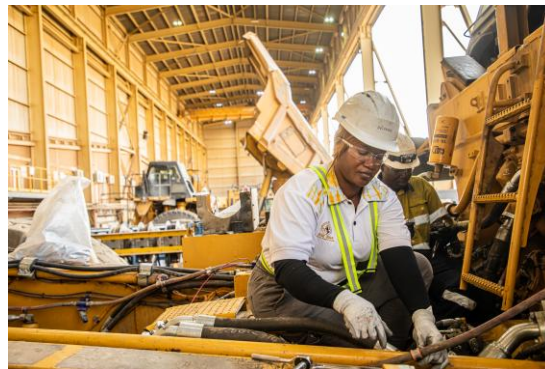
Example: We all wear high vis – and it's slightly different



Côte



Essakane



Westwood

What is a Journey Map?

A tool relatively new to mining — and a significant opportunity

BEFORE

Complex Word Documents

- Lengthy regulatory documents
- Dense prose, hard to navigate
- Written for compliance, not use
- Disconnected from real workflow
- Requires interpretation to apply



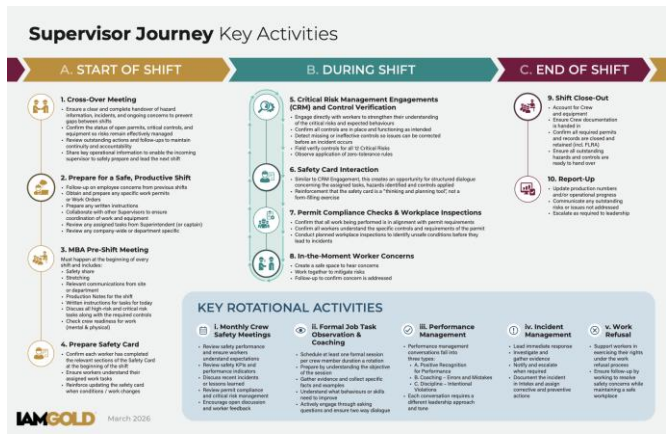
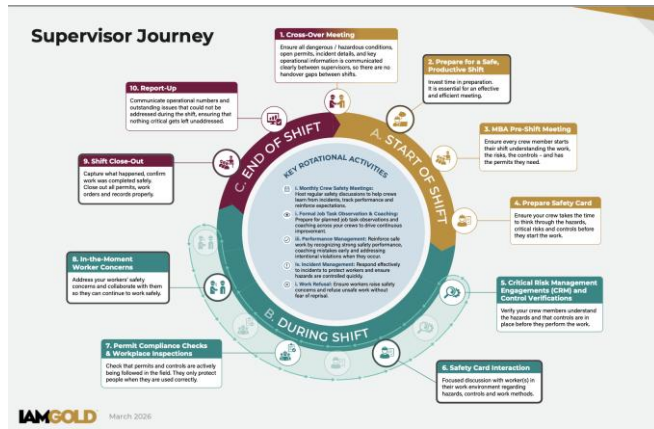
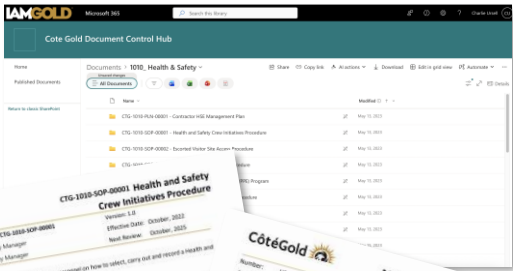
AFTER

The Journey Map

- Visual, graphic-designed layout
- Follows the human workflow
- Key safety moments surfaced at a glance
- Built for field use — readable in seconds
- Co-designed with the people using it

The Supervisor's 12-Hour Shift.

Key safety moments mapped across the workday



One Page

Distils safety systems and regulations into a single field-ready reference.

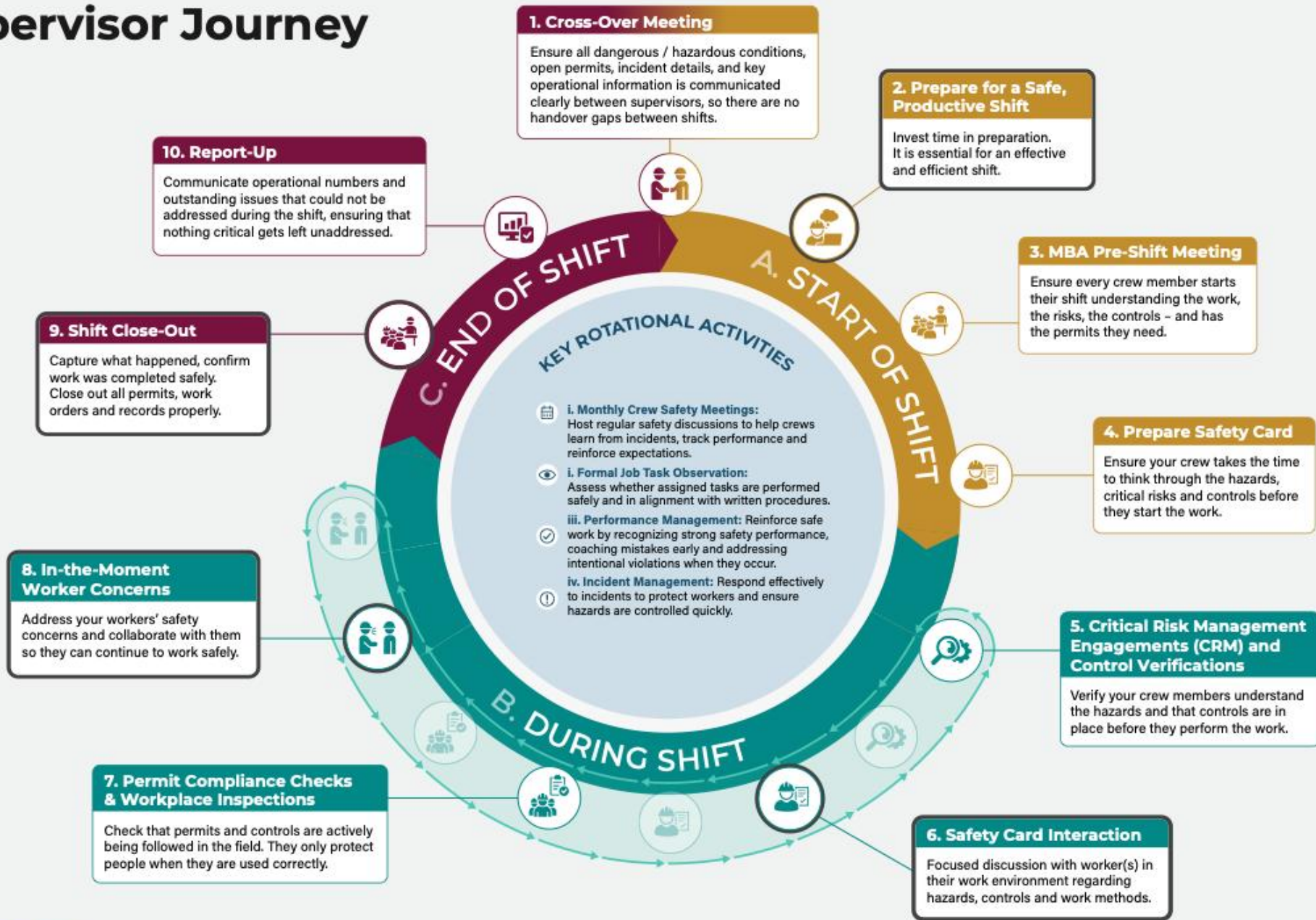
Co-designed

Supervisors helped build it — they recognize their reality in it.

The backbone

Now the foundation for site-specific training and safety skills roadmaps.

Supervisor Journey



What comes next.

This isn't a one-site project. It's a model.

01

Site-Specific Safety Skills Roadmaps

The Supervisor Safety Journey is now the backbone for tailored roadmaps across IAMGOLD's Canadian operations.

02

Training Built Around Real Moments

Training programs designed around actual moments of risk on the shift — not generic compliance modules.

03

Expanding the Model

Other sites and roles can co-design their own journeys using the same facilitation approach. The process scales.

Lessons learned.

What we'd share with any organization navigating this challenge.



Co-design takes longer upfront — and saves time downstream

Sites that helped design the journey asked fewer clarifying questions afterward. Ownership accelerates adoption.



Graphic design is a safety investment

Clarity is not cosmetic. When supervisors can read and act on a visual quickly, standards are more consistently applied.

Biggest bang for buck – one page visuals for contractors who are only going to be on site for a 4 day shut down, easier for new Canadians who English isn't a first language.



Start with the highest-risk role that has the biggest impact, prove it, then scale

Don't try to map everything at once. One well-designed journey builds the credibility to expand to others.



The map is a conversation starter, not a compliance document

This is about quality.

Supervisors use it to open toolbox talks and coach their crews — not to tick a box.

Simple tools. Stronger safety culture.



Simple tools. Stronger safety culture.



Co-design and visualization turn complex safety systems into practice supervisors actually use.

If any of this resonates with a challenge your site is navigating, we'd love to talk.



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