



Lafarge Cement UK

Cauldon

CHARGE MEETING

March 13th 2008



- Cauldon key statistics**
- Managing safety at Cauldon**
- What is next for us?**

- 130 employees (excl logistics)

- 1 limestone quarry and 1 shale quarry

- FLS 4 stage dry process with calciner, built in 1985
 - Guaranteed capacity: 2600tpd, max capacity 2850tpd

- Vertical ATOX raw Mill
- 5 cement mills (3 open circuits and 2 close circuits)
 - Annual capacity: 1 Mt
- 7 cements
 - 4 bulk (66% of our volumes in 2008 B)
 - 2 packed (33% of our volumes in 2008 B)
- 4 fuels, 45% substitution ratio
 - Tyres, PSP, Coal, Coke

Performance in safety is not achieved in one day, and is definitely not secured without efforts.

Lost Time Incidents Employees + contractors Cauldon Works



A combination of good tools and culture

- A strong structure is in place.....
 - OSHAS 18001 certification
 - Safety coordinator (member of the Sr Mgt team) + Occupational nurse (part time)
 - Risk assessments, Safe Working Procedures and Job plans well developed
 - Good isolation system
 - A Safety committee that contributes, not a “moaning forum”.

- And a good safety culture has been developed over the years
 - Communication
 - Anticipation
 - Leadership – our on-going challenge however in some areas

Leadership is at the beginning

We expect managers to believe in what they say, and behave accordingly

- Lip service is immediately detected by employees!
- “The height of your accomplishments will equal the depth of your convictions”

Managers share the teams KPIs

- Hazards elimination, STOP assessments, TBT attendance

Safety coordinator member of the Senior management team

Leadership has to be felt and visible on site

- Presence on site, discussions
- Standards set
- An area where we want to improve.

A fully comprehensive communication

❑ Team meetings are essentials

- Lafarge serious incidents reports and/or positive newsflashes briefings
- DOR briefings
- Toolbox talks

❑ A significant section in the weekly communication paper

- Covering safety at work and at home.
- Celebrating successes

❑ “open door” policy

- Managers are accessible and will welcome discussions

❑ “Plant Wide information meeting” on a by-monthly basis

More KPIs tracking actions than tracking failures

- Hazards eliminated, STOP assessments, TBT attendance, Safety Work orders raised and closed, Safety inspections done, % workforce briefed on DORs, RCA
- Dealing with difficult issues head on (e.g behavioural)
- vs LTI and DOR reported.

People training and contractors induction

Systematic reporting of DORs, + in depth analysis.

- Tracking of actions in Maximo

Make sure the place is safe in the first place!

Safety inspections

People taking the time to make safe and not simply report

An area for improvement for us.

- ❑ **A safety committee that contributes, not a moaning forum**
- ❑ **Performance and achievements are recognized and celebrated**
 - ❑ Communication in the “Horses Mouth”, our internal newspaper
 - ❑ A full set of bonus or incentives:
 - ❑ 1 Month LTI free draw (10 X £50 vouchers draw)
 - ❑ National safety bonus scheme – 3 monthly sections
 - ❑ Safety Oscars: team that eliminated the most hazards,
- ❑ **However, we have to be ready for some tougher actions:**
 - ❑ Have to “play the game” to be eligible monthly draw
 - ❑ Feedback when something wrong is done or said
 - ❑ Disciplinary actions when necessary

☐ Visible and Felt leadership

- Safety visits and discussions in the workplace: cascade the approach down to supervisors level.

☐ Housekeeping

- Improving standards at the moment
- 46% of our hazards are slip trip and falls
- Lack of ownership? Lack of leadership?
- We must carry on improving...

☐ Scaffolds and accesses

- Difficult accesses in many areas → heritage from the past?
- Scaffolding management is an area of focus
- But also some adequate accesses need to be set up, and we do it on a rolling budget.

- ❑ **Leadership – Get it right and mean it. Lead by example**
- ❑ **Supervision – Focus on this in all areas, but Lafarge has to set the level that is acceptable.**
- ❑ **Standards – What we accept is what we will get.**

❑ BEHAVIOUR