



Stay Safe Campaign

Lhoist UK



Stay Safe poster

DESCRIPTION

Lhoist operates complex, high-risk industrial sites where both employees and contractors face hazards such as energy isolation, working at heights, vehicle movements, lifting, and confined spaces – many of which are directly related to 'The Fatal 6'. Despite a significant reduction in the Total Recordable Injury Frequency Rate (TRIFR) by over 50% in the last 15 years, serious incidents and near misses with high potential severity continued to occur at Lhoist, highlighting the need for further cultural and behavioural change.

The Stay Safe campaign was launched by Lhoist to address these persistent risks by reinforcing basic safety rules and empowering everyone on-site to take responsibility for their own safety and that of others.

Implementation and Involvement:

The campaign identified 11 key groups of safety rules, which were communicated through monthly safety talks, visually engaging posters, printed booklets, and interactive "find the risk" activities. These materials were distributed to all employees and contractors, ensuring accessibility and relevance for every role on-site. Worker consultation was central: regular global surveys captured employee perceptions and suggestions, with the 2023 survey showing safety as the highest-rated topic (91% positive) but also highlighting areas for improvement in rule adherence. Employees were actively involved in safety dialogues, risk identification exercises, and feedback sessions, fostering a sense of ownership and empowerment.

Leadership and Change Management:

Senior leaders endorsed the initiative, participated in safety dialogues, and modelled expected behaviours, reinforcing the message that "no task is so important that it cannot be done safely." The campaign was also supported by senior managers, who provided clear direction and resources, and celebrated achievements during events such as the World Day for Health and Safety at Work.

Quality of Communication and Training:

Communications were high quality, multi-channel, and tailored to site needs. Safety rules were presented in clear, actionable formats including posters, booklets and digital tools, making them easy to understand and apply. Monthly safety talks and interactive activities ensured ongoing engagement and reinforced key messages. Training was not limited to technical skills, also focusing on developing safe behaviours, leadership skills, and the ability to stop unsafe work, in line with MPA Vision Zero's empowerment and leadership values.

Systems, Processes, and Evidence:

The campaign was integrated into existing safety management systems, including ISO 45001:2018, and supported by robust processes such as risk assessments, audits, and incident reporting. The effectiveness of the initiative was monitored through surveys, incident statistics, and feedback mechanisms. The reduction in TRI by over 50% in 15 years, and the ongoing decrease in serious injuries and high-potential near misses, provide clear evidence of impact. Behavioural safety dialogues and the "Stop, Think & Go Safe" approach were trialled and refined, demonstrating adaptability and continuous improvement.



Stakeholder Engagement and External Sharing:

A wide range of stakeholders have been involved, including employees, contractors, safety specialists, and external partners. The campaign's materials and outcomes have been presented at external events, supporting broader industry learning and alignment with the MPA Vision Zero strategy.

Alignment with MPA Vision Zero Values:

The Stay Safe campaign exemplifies all six MPA Vision Zero values: it empowers workers to intervene, demonstrates engaged leadership, enforces zero tolerance for unsafe conditions, delivers high-quality implementation, fosters collaboration and sharing, and ensures compliance with legal and industry standards. Through continuous improvement and active engagement, the campaign has driven a safer, more resilient, and empowered workforce.

BENEFITS

- The campaign has significantly reduced the likelihood of serious incidents and near misses.
- Employees and contractors have become more aware of hazards.
- Employees and contractors are more empowered to intervene when they become aware of unsafe conditions.
- Employees have become more proactive in risk management.
- The campaign has fostered a culture where everyone feels responsible for safety.
- The campaign directly supports and is aligned with the MPA Vision Zero values.
- Safety is highly valued by the workforce, with a 91% positive score in a survey.
- Improved adherence to safety rules and greater willingness to report hazards.
- The campaign has improved competence and confidence among employees and contractors.



Interactive online resource

- The workplace is safer and more efficient with reduced disruptions from incidents.
- It has strengthened the health, wellbeing, and engagement of everyone on-site.
- Clear and measurable progress towards the goal of Zero Harm.

DEVELOPMENT AND TRANSFERABILITY

The Stay Safe campaign is designed for ongoing development and continuous improvement across all Lhoist sites. Its modular approach using monthly safety talks, posters, booklets, and interactive activities allows for easy adaptation to local needs and hazards, ensuring relevance for diverse teams and operations.

The campaign is supported by group-wide systems such as regular audits, incident reporting, and behavioural safety dialogues, which facilitate the sharing of best practices and lessons learned between regions and divisions.

Further development is planned, including the rollout of new standards for mobile equipment, confined spaces, and electrical works, as well as updates to supporting materials and digital tools.

Elements of Stay Safe have already been adopted at multiple Lhoist sites and shared with external partners through cross-audits, benchmarking, and industry events. The campaign's flexible structure and proven effectiveness make it a strong candidate for broader adoption, supporting the collective goal of Zero Harm across the mineral products industry and beyond.



Workforce engagement