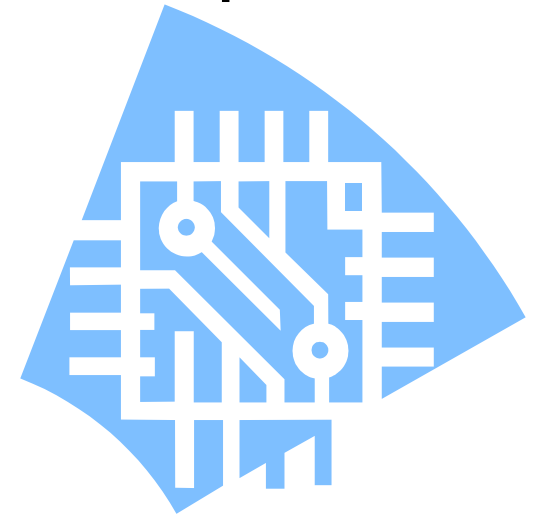# Background

- ◆ **What is the Secret to Creating a Positive Safety Culture?**

Health and Safety Management Systems

- Safety Management Systems Perceptions
  - Complex….
  - Documentation heavy….
  - "Systems Approach" confusion
- Simply Stated….
  - Standards of Performance
  - Management Activities and Behaviors

LAFARGE
NORTH AMERICA
Cement

zero

Operational Integration

- ◆ Operational Management
  - ● Plans the work
  - ● Assigns the workers
  - ● Provides the resources
- ◆ Safety is the responsibility of Operations
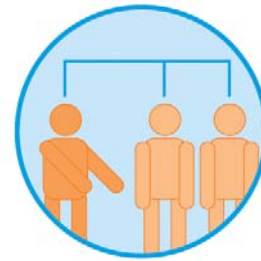- ◆ Safety Professional must be considered "Expert Resources" not Safety "doers"

LAFARGE
NORTH AMERICA
Cement

zero

The Tools

- Leadership Engagement
- Accident/Incident Investigation and Analysis
- Job Hazard Analysis/Risk Assessments
- Leadership Audits

zero

Leadership Engagement

Management Commitment and Leadership

- Walking the Talk

- Leading by Example

- Demonstrated, Visible Commitment to Safety and Health

- Engagement is required, not Involvement
  - In the field—not a memo or policy statement

LAFARGE NORTH AMERICA
Cement

zero

Setting the Stage

- Basic Management Training

  - Roles and Responsibilities

  - Health and Safety Management Systems

  - Accident Investigation and Root Cause Analysis

  - Risk Assessment/Hazard Analysis

LAFARGE NORTH AMERICA Cement

zero

Accident/Incident Investigation and Analysis

- ## Must be Systematic
  - Each Investigation/Analysis should find failures in the management system

- ## Must be Reviewed
  - As high in the management structure as possible
  - LTAs should be reviewed at the Vice President level

- ## Leadership must Drive this process
  - Questions must be asked of each investigation/analysis

LAFARGE NORTH AMERICA Cement

zero

Job Hazard Analysis/Risk Assessments

- Accident Investigation before it happens

- Required for non-routine, high hazard and construction tasks

- Must not be "complex" or burdensome

- Once an Incident occurs, Senior management should ask:
  - Was a Job Hazard Analysis conduct prior to this activity?

LAFARGE
NORTH AMERICA
Cement

zero

Leadership Audits

- Designed to drive engagement

- Focus on critical activities and behaviors

- Must be conducted with site management

  - How site management reacts to unsafe conditions or behaviors creates and opportunity for Leadership to engage

zero

Narrow Focus

- Operations has many Competing Objectives
  - Financial, HR, Environment, Quality, etc.

- Resist changing/adding Safety initiatives each year

- Stay the course with initiatives until 80% implementation is achieved
  - Management tends to expect 100% of the result with 20% implementation

- No more than 3 to 5 Safety and Health processes

LAFARGE
NORTH AMERICA
Cement

zero

Results

From 2001 to 2002 improvements Lafarge AC&A Safety and Health performance:

◆	Lost Time Accidents	7.5 %	Reduction
◆	OSHA/MSHA Recordables	5%	Reduction
◆	Medical Only	17%	Reduction
◆	Total Injuries	11%	Reduction
◆	KPI Incident Rate	19%	Reduction

From 2002 to 2003

◆	Lost Time Accidents	60%	Reduction
◆	OSHA/MSHA Recordables	5%	Increase
◆	Medical Only	44%	Reduction
◆	Motor Vehicle Accidents (MVA)	43%	Reduction
	● Including a 58% reduction in Mixer Truck Rollovers		
◆	Total Injuries	29%	Reduction
◆	KPI Incident Rate	18%	Reduction

From 2003 to 2004

◆	Lost Time Accidents	7%	Increase (13 to 14)
◆	OSHA/MSHA Recordables	23%	Reduction
◆	Medical Only	3%	Reduction
◆	Motor Vehicle Accidents (MVA)	26%	Reduction
◆	Total Injuries	13%	Reduction
◆	KPI Incident Rate	4.7%	Increase

LAFARGE
NORTH AMERICA

Cement

zero

zero
Our goal: Zero accidents in Lafarge North America

LAFARGE
NORTH AMERICA
CEMENT

THE 6 ELEMENTS OF THE
LAFARGE NORTH AMERICA CEMENT
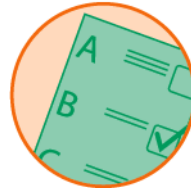# SAFETY PROGRAM

SAFETY IS EVERYONE'S RESPONSIBILITY
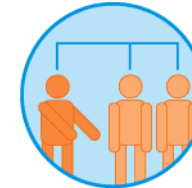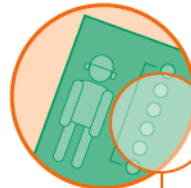
1 Management Commitment and Leadership

2 Safety Teams at all Locations

STANDARDS AND PROCEDURES

3 Mandatory Audit of the Safety Systems

4 Adherence to the Division Critical Safety Rules

Seat Belts

Personal Protective Equipment (PPE)

Working at Heights

Lockout/ Tagout/Tryout

Confined Space

Disabling of a Safety Device

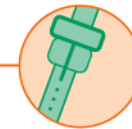## CONTINUOUS IMPROVEMENT

5 Regular Safety Training for all Employees

6 Near-Miss and Risk Identification Reporting