The Lafarge Health & Safety Roadmap- in a multinational Environment

4th Atlantic Alliance Conference

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No.1 in Roofing Worldwide

- Sales: **1.6 billion** EUR in 2006
- **12000** employees in 2006
- Worldwide network of **200** production sites in **41** countries, activities in **46** countries
- **Shareholders:** PAI partners holds 65 %, Lafarge a 35 % stake
Roofing Products

**Roof tiles**
- Concrete, Clay & Metal tiles
- Fittings

**Components**
- Underlays/Insulation
- Roof outlets/
  Snow & Safety
- Ridge & Hip/
  Abutments, Eaves
- Gutters, Valleys,
  Skylights, Solar,
  Fixings

**Roof Systems**
- Low Pitch
- CoolRoof
- System
  Guarantees
- Roof packages

**Chimney systems**
- Ceramic & Steel chimneys
- Ventilation systems
- Fireplaces
Employees

Total: 12000

- North America: 593
- Central & Eastern Europe: 1484
- Mediterranean Basin (non-European): 69
- Asia-Pacific: 1973
- Latin America: 411
- Africa/Indian Ocean: 335
- Western Europe: 7037
Trends of all Lafarge Divisions

Frequency rate

FR (frequency rate) = \( \frac{\text{Number of LTAs of Lafarge employees} \times 1,000,000}{\text{Number of hours worked by Lafarge employees}} \)
Challenge: A breakthrough of Health & Safety to the next level
Key findings: Roofing Safety assessment

- Substantial Safety improvement since last two years
- The safety “problem” is not perceived as critical
- Procedures and standards are inadequate and not strictly followed
  - Lock out, tag out, try out (LOTOTO)
  - Permit to work
  - Plant and road traffic
- Current Safety organisational capabilities are insufficient to reach goals (human resources)
  - Quality and quantity
- Little Safety culture (Leadership and people involvement)
- Safety communication throughout the Division has to improve
HEALTH & SAFETY POLICY

Lafarge is committed to providing a safe and healthy work environment for its stakeholders and to conducting its various businesses in a safe manner. Health & Safety are core values that must be incorporated into all aspects of our business.

We integrate health and safety objectives into our management systems at all levels of the Group. Management is accountable for the prevention of injuries and occupational illnesses.

Everyone working for Lafarge expects a safe and healthy work environment, and in turn, we expect everyone to contribute to that safe environment through responsible behavior.

Everyone is also expected to demonstrate that Health & Safety are core values through visible commitment and active engagement of each other.

When it comes to safety, I believe the only acceptable number is zero - zero accidents, incidents or occupational illnesses. Reaching this goal is critical for us to reach excellence.

HEALTH & SAFETY RULES

1. RESPONSIBILITY: Line management is responsible for Health & Safety implementation, communication and compliance.
2. TRAINING: Employees, managers and contractors must be trained to work safely and manage Health & Safety in their area.
3. EVERYONE: Everyone working for Lafarge, including Contractors, must respect Health & Safety rules.
4. IMPROVEMENT: All units must have an annualised Health & Safety improvement plan as part of the Performance Plan.
5. ORGANIZATION: All units must have a Health & Safety committee, composed of managers and relevant experts and partners.
6. COMPLIANCE: All units must comply with the Group Health & Safety standards.
7. REPORTING: All incidents and accidents must be reported at the appropriate level, investigated and learnings shared.
8. TRANSPARENCY: Safety results must be visibly communicated to everyone.
9. MEASUREMENT: All operations must be regularly audited against the Group policy, Health & Safety and Management Systems Standards.
10. SUPPORT: Health & Safety Organization must be resourced and trained to provide support to the line management.
11. CONDITION OF EMPLOYMENT: Compliance with these rules is a condition of employment and a criteria for career development.
The H&S Roadmap building blocks

Building World Class Foundations
1. Revised H&S Policy
2. H&S Rules
3. Mandatory Group Standards in updated HSMS
   • Governance Standards
   • Operations Standards
4. H&S in Management Cycle & Investment
5. H&S in HR: progressive discipline policy
6. H&S Competency Centre

Living Safety
1. Effective Communication
2. Incident Investigation process
3. Job Hazard Assessment
4. H&S Steering Committees
5. Safety Dialog Tours
6. Auditing and inspections
7. Team-based safety

Leadership & Accountability
1. Sponsorship from the Top
2. Visible Felt leadership
3. Clear Line Accountability for Implementation, Communication and Compliance

Learning and Sharing
1. Adequate Safety and Change Mgt Skills
   1.1) Leaders & managers training
   1.2) Supervisors training
   1.3) Operators training
2. Capable & Recognized H&S Staff
3. Best Practices extraction process

Sustaining Local Improvement
1. Multi-year H&S Plan per unit
   - Drive roadmap implementation at unit level
2. Safety Measurement System, including auditing and leading indicators
3. Focused group Initiative on Logistics
4. Focused group Initiative on Contractors

Leadership & Accountability
Mandatory Group Standards

- Working at Height
- Reporting and investigation
- Personal Protective Equipment
- Lockout Tagout Tryout (LOTOTO)
- Project: Health & Safety Organisational Capabilities
Leader and Manager training
Living Safety 1/2

- Training for executive committee members and senior managers of the 26 Business units
- Training preferable in plants environment
- 1,5-2 days: Presentation, case studies and plan visits

1. Incident Investigation process
   - Root cause analysis with case studies
   - Serious event reports, to learn from accidents

2. Job Hazard Assessment
   - Risk assessment training with case studies
   - Hierarchy of control
Leader and Manager training
Living Safety 2/2

3. Auditing and inspections
   - Plant tour on Safety inspections with practical exercises
     - Plant traffic (Road and Plant)
     - Machine guarding
     - Lock out, tag out, try out (LOTOTO)

4. Safety Dialog
   - Sponsor from the top
   - Safety dialog concept for shop floor level
   - Plant tour on safety dialog with practical exercises
Thank you!