

OH&S at Holcim



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Content

- Our vision and our results
- Our strategy: Shrink the hazard pyramid

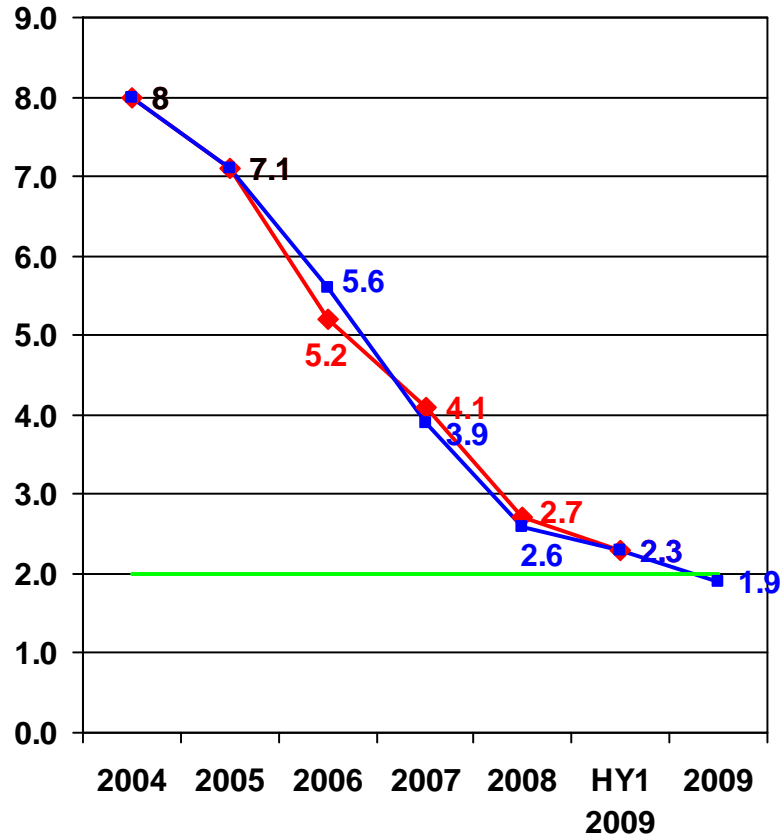
We have a clear, attractive and ambitious Vision

Zero Harm to People

How far are we from realizing our vision?

Lost Time Injury Frequency Rate reduction along target path during the 2009

“LTIFR of 2004 reduced by ≥ 30 % per year (2006 – 09) until < 2 ”



Target: LTIFR $< 2^*$

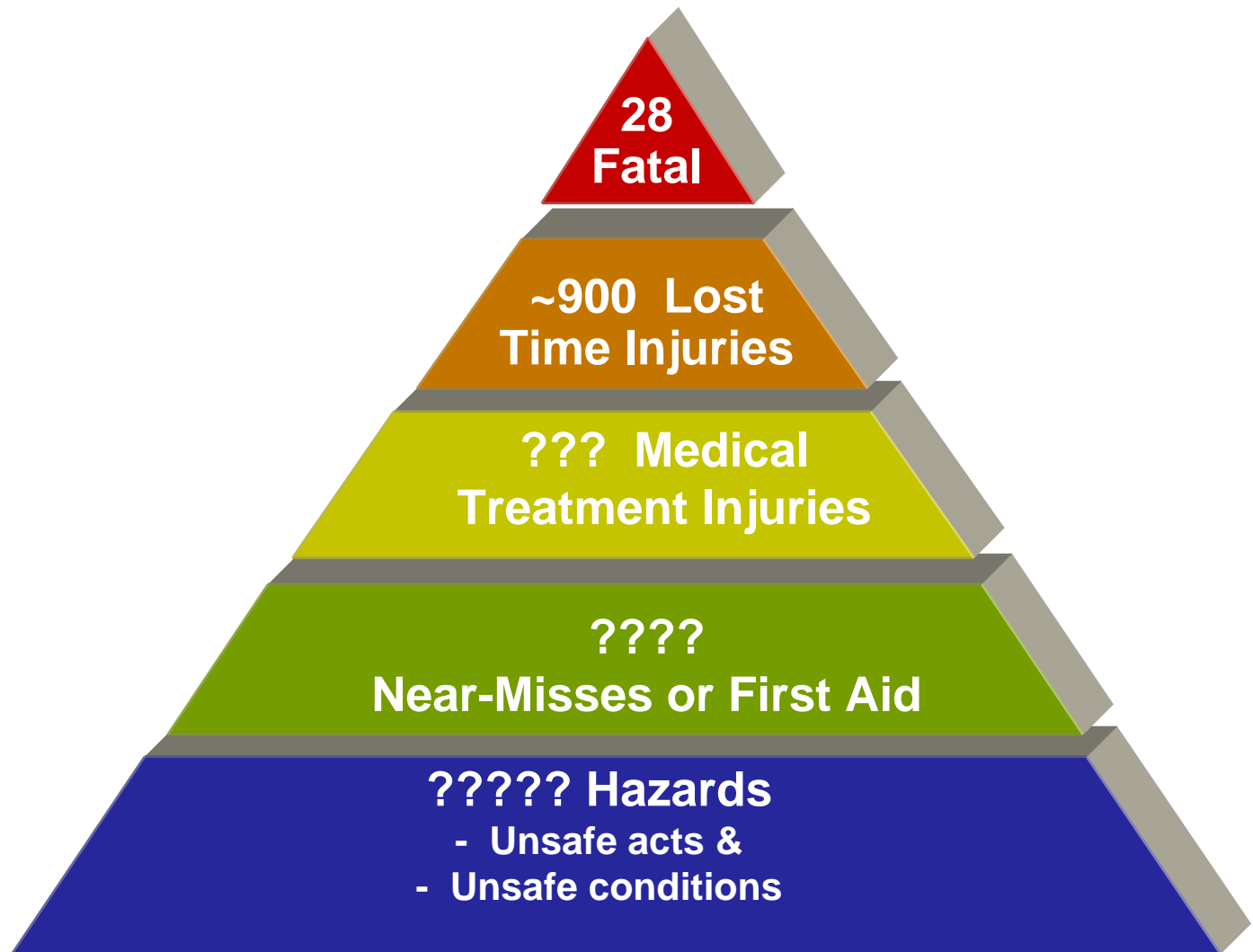
* For own and subcontracted employees

LTIFR = number of lost time injuries / total number of hours worked x 1.000.000

Content

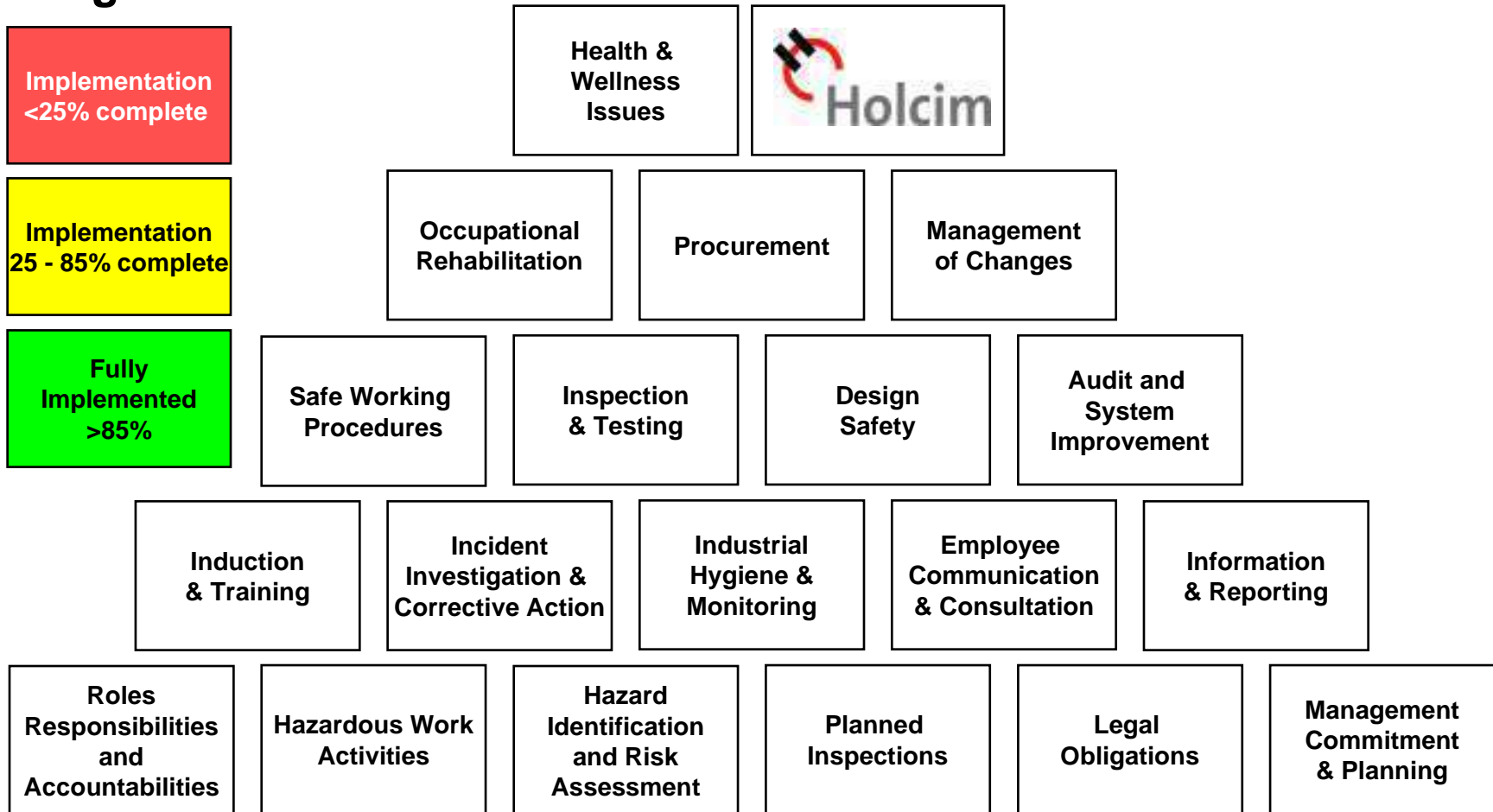
- Our vision and our results
- Our strategy: Shrink the hazard pyramid

To shrink the Holcim Hazard Pyramid we must eliminate unsafe acts and unsafe conditions (2009 results)



Shrinking the pyramid requires structure: let us implement and **live** our OH&S Management System

Legend



Directives accelerate the shrinking of the pyramid

- Fatality Prevention Elements
- Contractor Safety Management
- Occupational Health and Safety for AFR
- Elimination of Asbestos in the Workplace

Fatality Prevention Elements (FPEs)

- Approved and distributed in 2007
 - #1. Working at Heights**
 - #2. Isolation and Lock-out**
 - #3. Vehicle and Traffic Safety**
 - #4. Electrical Safety**
 - #5. Machine Guarding**
 - #6. Confined Space Entry**
 - #7. Hot Work**
 - #8. Digging and Excavation**
 - #9. Lifting and Supporting Loads**
- Approved and distributed in 2008
 - #10. Working near Water**
 - #11. Railway Safety**
- To be distributed in mid 2010
 - #12. Quarry & Stockpiles**
 - #13. Working in Hot Zones**
- Replaced: Hazardous Substances/AFR by (already distributed) AFR Directive

- **Thorough implementation of each FPE requires time, people and resources**
- **Focus in 2009 to fully implement in each OpCo the most critical three FPEs**
- **OpCos can prioritize implementation of the rest based upon their injury history**

Contractor Safety Management

- An updated version of the Directive “Contractor Safety Management” was put in place and distributed to all OpCos.
- The update focuses much more on the execution phase of contractor work and the related Holcim supervision.
- Learnings from incidents must also be communicated to contractors.

OH&S for Alternative Fuels & Raw (AFR) Materials

- OH&S together with CIE worked out a comprehensive Directive concerning safety and occupational health for AFR. This Directive was approved by the EXCO and sent to all OpCos.
- The implementation uses the “Train the Trainer” approach.
- All OpCos using AFR must be externally certified by 2010

Eliminating Asbestos from the workplace

- Updated Asbestos Directive include monitoring exposure of asbestos minerals from natural sources.
- Directive focuses on :
 - ▶ defining measures to minimize the health risk related to asbestos containing materials (ACM), if any in Group Companies;
 - ▶ ensuring that each Group Company has and updates an Asbestos Register;
 - ▶ managing of asbestos containing materials via proper monitoring and auditing;
 - ▶ banning future purchase of ACM;
 - ▶ and removal of damaged ACM with approved specialized contractors

“Passion for Safety” must be strengthened

Set the Culture

▪ **Make OH&S a Condition of Success**

- ▶ Commitment (no compromise on OH&S): Policy and Principles
- ▶ Cardinal Rules
- ▶ Goals and KPIs

Drive Accountability

▪ **Reinforce Leadership & Establish Structures**

- ▶ OH&S responsibility with Line Management (organizational accountability)
- ▶ Corporate OH&S supports common needs
- ▶ Local committees (OpCo & Site based)
- ▶ OH&S Network leverages best practices and fosters communication

Mobilize People

▪ **Enhance Skills and Competencies**

- ▶ Training various levels in essential OH&S tools
- ▶ Auditing and continuously improving the system as well as proactive improvement by correcting unsafe acts (during Safety Observations)
- ▶ Projects addressing safety in high risk areas
- ▶ Keeping momentum via good communication

Manage Performance

▪ **Monitoring and Recognizing**

- ▶ Analysis of performance and consequent actions
- ▶ Consequence management and zero tolerance (career, recognitions, disciplinary actions)

Setting the culture - 5 Cardinal Rules

Set the Culture

**Drive
Accountability**

Mobilize People

**Manage
Performance**

- 1. Do not override or interfere with any safety provision nor allow anyone else and to override or interfere with them**
- 2. Personal Protective Equipment (PPE) rules applicable to a given task must be adhered to at all times.**
- 3. Isolation and Lock Out Procedures must always be followed.**
- 4. No person may work if under the influence of alcohol or drugs.**
- 5. All injuries & incidents must be reported.**

Cardinal Rules to be applied without compromise and zero tolerance as of 1.1.2007

Mobilize People: Training Programs and Projects

Set the Culture

**Drive
Accountability**

Mobilize People

**Manage
Performance**

- Joint Projects with Syndicates
 - ▶ Pocket guides (Cement, AGG, RMX, AFR)
 - ▶ Poster campaigns
 - ▶ Toolbox talks
 - ▶ Employee cards
 - ▶ Delegate OH&S Training (DOT)
 - ▶ Reduction of RCS in the workplace
- Training programs for Supervisors
 - ▶ Incident investigations
 - ▶ Hazard Identification
 - ▶ Safety Observation
 - ▶ Contractor Management
- Training Programs for Management
 - ▶ Safety Observations
 - ▶ Safety Leadership

Joint Projects - Overview of the DOT

- **Goal**
 - ▶ **To provide safety leadership training to the delegates**
 - ▶ **Give safety awareness training**
 - ▶ **Provide a common OH&S vision**
- **Concept**
 - ▶ **Use of case studies to reinforce understanding of the Holcim Cardinal rules**
 - ▶ **To actively involve all participants in the process**
- **Methodology**
 - ▶ **Use of role play with case studies**
 - ▶ **Use of observers to provide feedback**
 - ▶ **Use of feedback to reinforce learning**



Posters, Tool box talks and employee cards

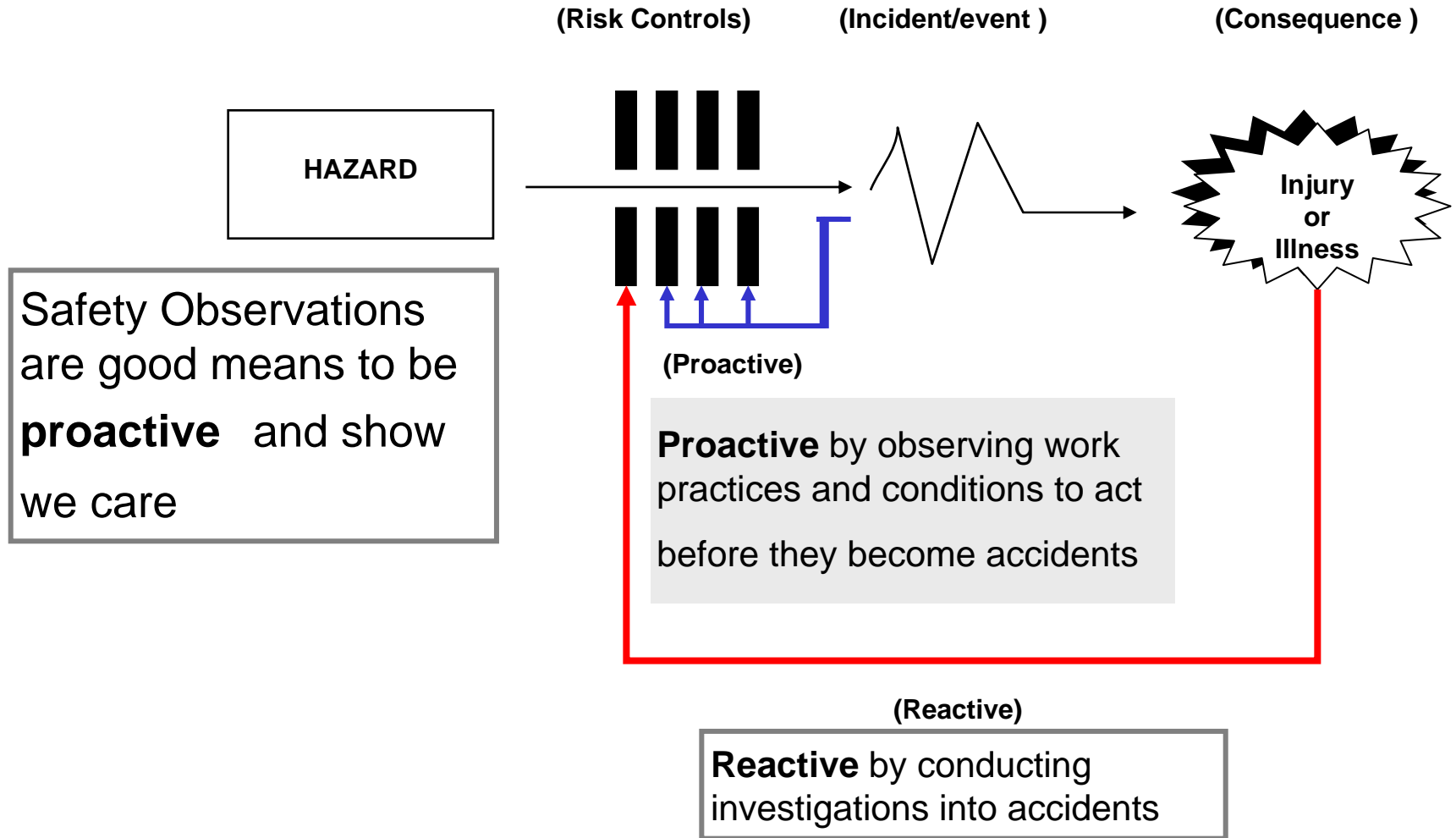
- Five sets of communication and training materials have been prepared to reinforce the launch of the AGG and RMX pocket guides
- Topics include:
 - ▶ Holcim OH&S methodology
 - ▶ Working at heights on Large Mobile equipment
 - ▶ Mobile equipment and human interaction
 - ▶ Vehicle stability especially during RMX and AGG transport
 - ▶ Avoiding engulfment during excavations



Reduction of RCS in workplace



Job Observations a Proactive Tool

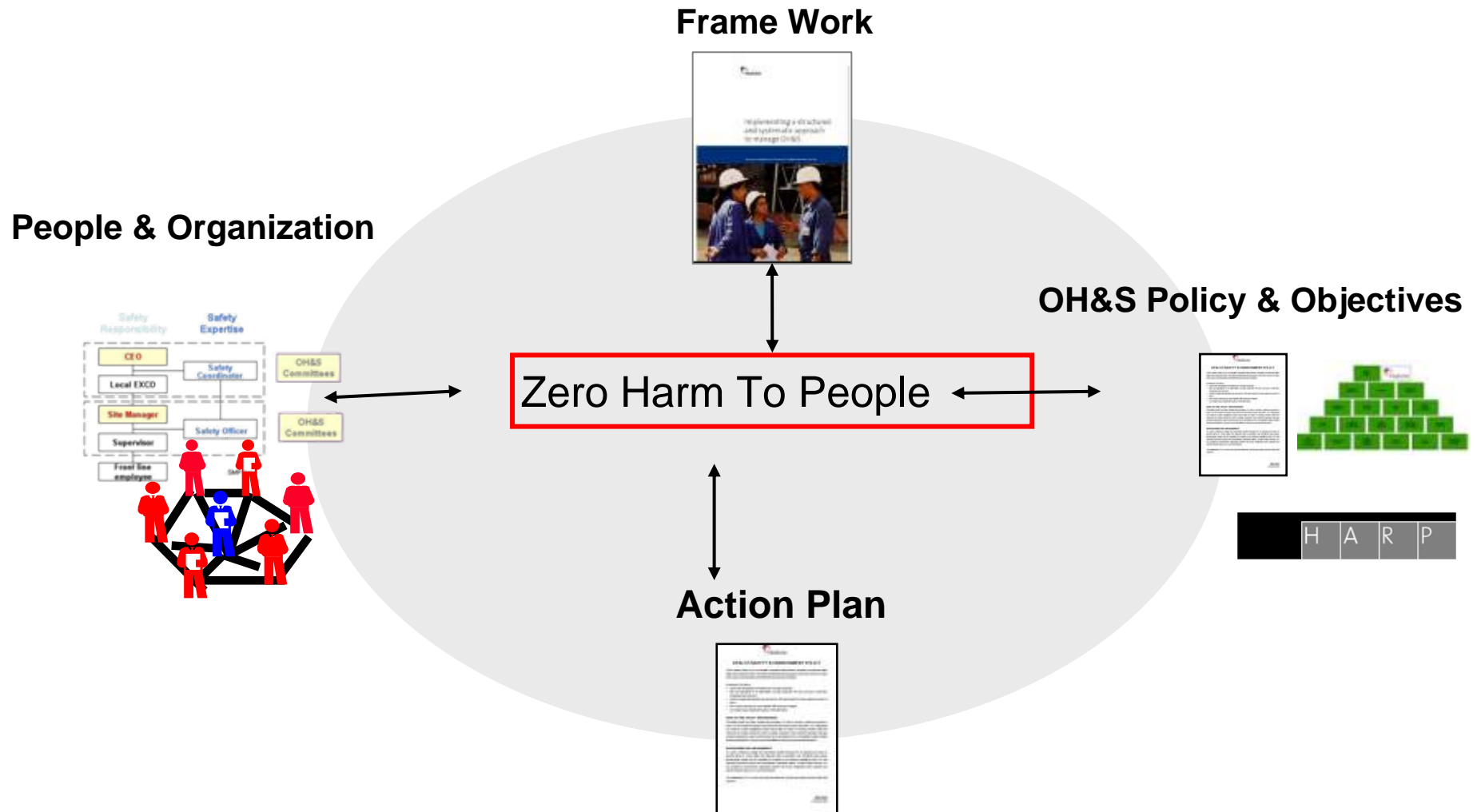


Undertaking the Change

- The penguin does not have sufficient equipment nor a method to fly . “Try Harder” without the right processes will not work
- We **Must** have the correct equipment, environment
- We **Must** define Safe work methods
- We **Must** have the proper training
- We **Must** have the interpersonal skills to convince people to change.



Improving Performance – Our Approach



Holcim OH&S House

***Building
the future
together safely!***

The framework to build a solid
OH&S culture is now available.

You are the *cement!*

