

Health and safety is a company core value. We believe that all incidents are preventable and we aim to be a reference point for excellence in industrial safety in Greece. Results for 2010 were encouraging; there were no fatalities and injury rates were the lowest ever. But we are continuing with our key challenge, creating a culture in which responsibility for safety is felt at every level, and with other safety and health initiatives.

Top priority and continuing action

Results for 2010

Our key measures of safety performance, shown in the charts on the following page, indicate good progress in 2010. There were no fatalities and the frequency and severity of injuries were both lower than in previous years. During the year we worked in three main areas where improvement is required: creating the right safety culture, reducing risk and extending our safety procedures to embrace those that work with us.

Creating the right safety culture

It remains the case that senior managers are required to show “Visible Felt Leadership” in their approach to safety. For instance, every member of the Executive and Operations Committees has safety-related performance objectives and must cascade these to their teams. But we want to extend ownership of safety below management level to those who, for instance, supervise a workshop or an activity, or are line managers. We held workshops with these individuals to increase their safety awareness and to support them in identifying critical behaviors that influence safety in action; we involved them in health and safety inspections and housekeeping activities. In addition, in an effort to increase awareness and mobilization behind our key priorities for safety, all employees were invited to enter the competition to define the 2010 safety message that would best reflect these priorities.

Anticipating risks

Data on near-misses and unsafe conditions is a very valuable resource which helps us anticipate and prevent exposure to risks that may cause serious injury. We made the collection and use of this data our focus in 2010 and are publishing it for the first time in this report.

Engaging others

The roll-out of the Lafarge Contractor Safety Management standard is described on page 36. We held the second round of Road Transportation Safety Days (the first round took place in 2008-9) and there were five meetings in different locations. More than 600 participants including customers, drivers and other partners took part in the discussions which encompassed safe-driving, towing, reporting of unsafe conditions, loading and unloading, and communications.

example

LOTOTO

We implemented a new standard to make sure that we eliminated the risk associated with non-isolated energy-using equipment.

LOTOTO – meaning Lock Out, Tag Out, Try Out – is a new procedure which requires every employee to put a personal lock on energy-using equipment before a task begins. There are two key principles; every task is properly assessed and prepared and, because each employee has their own lock, there is a personal involvement in ensuring safety.

Health at work

Our health program, launched in 2008, aims to provide an occupational health service to all employees. A job risk assessment defines the type and frequency of medical checks required and our medical database helps the occupational doctors to manage data and the required medical follow-ups. Since the start of the program no occupational disease is reported. We are also responding to the outcome of a gap analysis which compared our program with Lafarge standards and Greek legislation. There were two particular campaigns in 2010; “noise - the hidden risk” was a major theme in Health and Safety Month and we intensified measurement programs for exposure to crystalline silica dust. In addition, our doctors have been asked to undertake a statistical evaluation of data resulting from medical examinations so that we can focus in future on both occupational and life-style risks, and provide the appropriate awareness-raising.

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FATALITIES
IN 2010

example

SAFETY IN ACTION

In September, the Milaki plant launched a three-month project to improve health and safety through the elimination of unsafe behavior. The staff and managers used the experience of the last two years to identify work practices and behaviors that were unsafe, assess risks and develop new approaches. The project had the full commitment of the plant management team, who were team leaders in delivery. The main commitment of Milaki employees was "As of December 1st no job will be carried out without prior risk assessment and defined safe work procedure".

example

EXEMPLARY SAFETY DURING KILN SHUTDOWN AT VOLOS

Every year, each of our plants is shut down so that extensive maintenance work can take place. This is essential to ensure reliable operation during the rest of the year.

These "kiln shutdowns" are very challenging in terms of safety because they involve many different people (employees and contractors) and work of different nature (production, mechanical, electrical etc).

In 2010 the Volos shutdown was to last 40 days and involve 100 employees and 160 contractors. The management decided it should be a pilot project for a new, exemplary approach to safety in maintenance works, with three pillars:

- delegation of safety duties to line management with commitment of all people to safety
- implementation of standards and good practices for each work and task
- constant follow up, with implementation checks and corrective actions.

The program brought sustainable results in safety management. Line managers were strongly involved, and their accountability and responsibility was developed. All staff and contractors were highly mobilized and committed, and new safety procedures and tools were developed.

The program was commended by the European Agency for Safety & Health at work and cited in a communication on best practice in safe maintenance distributed to member states.

Fatalities and lost time injuries

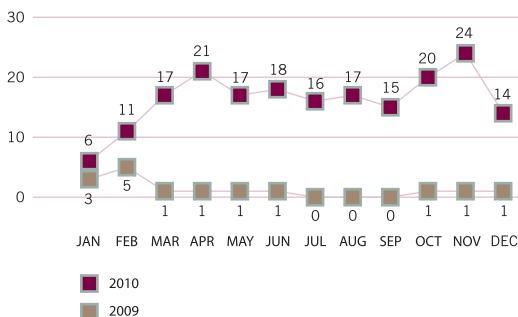
(Number of incidents – contractors and employees)

	Fatalities	Lafarge LTIs	Contractor LTIs
2003	1	17	*
2004	2	16	*
2005		9	5
2006		13	6
2007	1	6	6
2008		8	2
2009		4	2
2010		1	1

*Data on contractors was not reported prior to 2005. There has been progress but we continue to seek further improvement.

Near Miss reporting

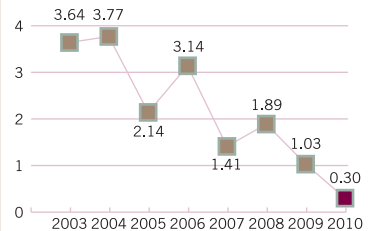
(Number of near-miss reports submitted)



We define a near miss as an incident which didn't result in an injury only thanks to luck. We encourage our employees to report these situations so that we take corrective measures and avoid potential incidents. In 2010 the average number of near-miss reports per month was 16 compared to 1 in 2009. Each near miss report generates at least 1 or 2 corrective actions; there were at least 280 corrective actions in the year.

Reduction of lost time injury frequency rate

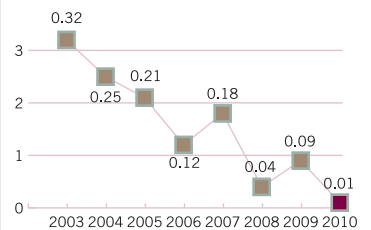
(Number of accidents leading to loss of time by million hours worked)



There has been progress but we continue to seek further improvement.

Lost time injury severity rate

(Number of calendar days lost as a result of accidents by thousand hours worked)



There has been progress but we continue to seek further improvement.