



UK Operations Health and Safety Policy

**LOOK AFTER YOURSELF
LOOK AFTER EACH OTHER**

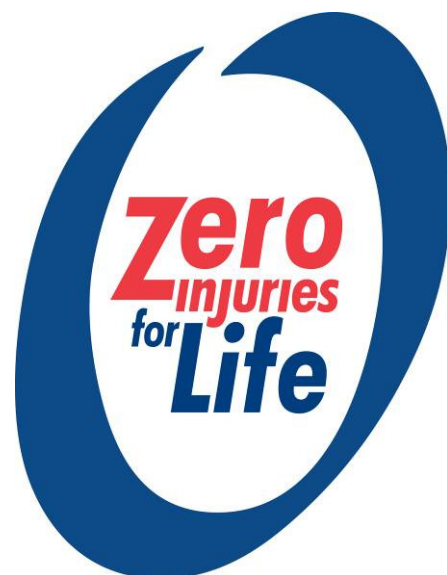
Don't let anyone act unsafely,
always stop unsafe practices.



Our target is
zero injuries.

Everyone within CEMEX UK must comply with this policy and help achieve its aims. Together, we must ensure zero tolerance of any practice that could result in injuries and ill health.

The requirement to work safely is a condition of employment at CEMEX and is included within our Code of Ethics. There is no acceptable reason for working unsafely and we must remember our moral obligation to our families and each other.



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Policy Statement

This policy is mandatory for all locations and activities within CEMEX UK.

At CEMEX, accident prevention, safeguarding employee health and environmental protection are an integral part of our business philosophy. It is CEMEX corporate policy that all of our company operations be safe for our personnel, communities and the environment.

This policy expands on the Corporate Policy for health and safety. In conjunction with Regional and local UK Standards, it is intended to ensure appropriate and effective health and safety arrangements are in place to safeguard our employees and anyone else affected by our UK Operations.

CEMEX are committed to providing and maintaining safe and healthy working conditions, equipment and systems of work, along with information, instruction, training and supervision. In return it is expected that everyone will work together to eliminate injuries and work related ill health. It is essential that each of us takes personal responsibility for health and safety, ensuring that we don't accept unsafe acts or conditions and take immediate action where we see unsafe practices.

We believe that a sound health and safety culture is founded upon two principles: visible leadership and employee engagement.

Managers at all levels must demonstrate visible health and safety leadership, ensuring that health and safety arrangements are clear, implemented and constantly reviewed. There must be documented plans in place throughout the various levels of the business detailing health and safety targets, which are formally monitored, to ensure they deliver continuous improvement.

The engagement of employees in our health and safety effort is fundamental and we will implement effective means of consultation and communication across the business. Through comprehensive training and development programmes we will ensure that employees have the necessary health and safety competency for the role they undertake within the business.

In addition we will maintain close relationships with relevant statutory bodies and trade organisations to keep us at the forefront of industry practice.

To help structure our health and safety efforts we will ensure that the CEMEX Health and Safety Management System is implemented within the business and that effective health and safety controls are in place for all operations, commencing from the outset of any new venture.

Together, we must ensure zero tolerance of unsafe work practices. Our aim is to eliminate workplace injuries and ill health and thereby fulfill our moral obligation to our employees, their families and anyone else affected by our operations.

Gonzalo Galindo
President, UK Operations
November 2009



Responsibilities for Health and Safety

All Employees

CEMEX values the involvement of employees and will encourage participation through consultation. Everyone is expected to take an active role in improving standards by, for example, attendance at health and safety meetings, carrying out risk assessments or undertaking inspections. It is the responsibility of everyone at CEMEX to comply with and enforce relevant Corporate and UK policies and specific safety procedures applicable to their role.

The most significant effect each of us can have on eliminating workplace injuries is by adopting a positive health and safety attitude at all times. It is estimated that up to 90% of accidents arise from unsafe behaviour. To help combat this CEMEX has implemented the UK Safety Essentials. The Safety Essentials are 12 safe behaviours focused on avoiding the main causes of accidents. They are explained during the company induction and every employee is required to abide by them.

Everyone should demonstrate personal leadership in respect of health and safety by ensuring that they don't walk past unsafe work practices and by advising their line manager of any unsafe acts or conditions. We should be aware that our acts and omissions can put others at risk and should never take short cuts that compromise safety.



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President, UK Operations

The President, with the support of the Vice Presidents, ensures that the CEMEX Corporate requirements for health and safety and this UK Health and Safety Policy are implemented throughout the UK Operations. Through his personal leadership, he communicates the importance of health and safety to the UK business, promoting continuous improvement by setting headline targets and ensuring the publication and monitoring of an annual UK Health and Safety Action Plan.

He ensures that adequate resources are available to enable compliance with the Corporate and UK Policies, including the provision of specialist health and safety personnel to support the business in reviewing performance and continually improving standards.

Vice Presidents

Vice Presidents have overall responsibility for health and safety within their sector of the business. They reinforce the President's commitment to health and safety and set the standards they expect for their sector.

They ensure that suitable competent people are in place within their Senior Management Team, along with sufficient resources, to enable compliance with legislative requirements and CEMEX health and safety policies and manuals. They provide clear direction in respect of health and safety matters and expand on the UK Action Plan to form an annual plan for their operations. With their Management Team they monitor the effectiveness of this Policy and compliance throughout their operations, bringing any significant concerns to the attention of the President and the Health and Safety Department.

Directors

Directors are responsible for health and safety within their operations and activities. They ensure that all staff are aware of the health and safety requirements relevant to their role. They are required to appoint competent people, including those required by relevant legislation, so that there is effective supervision of all workplaces within their control. They ensure sufficient resources are available to enable compliance with CEMEX health and safety policies/manuals and make certain that plant and machinery are safe and suitably maintained. They implement monitoring systems to formally verify health and safety compliance and they manage performance against health and safety improvement plans.

Area Function / Senior Managers

Area Function / Senior Managers are responsible for providing a safe and healthy working environment for everyone working within their team and ensuring compliance with CEMEX policies. They will ensure competence through structured training programmes and monitor the condition of plant and equipment through comprehensive inspection and defect reporting systems. They will continually promote employee involvement in the health and safety effort and ensure there is good communication regarding health and safety within their areas of responsibility and with other interrelated areas / functions within the organisation. They ensure that all business units develop and implement safety management programmes, which include local improvement plans.

Supervisory Staff

Supervisors, such as unit managers and team leaders, are accountable to their appointed Manager and have day-to-day, first-line responsibility for the health and safety of the people under their control. They are required to ensure compliance with CEMEX policies/manuals in so far as they apply to the locations and activities in their charge. Through risk assessments they must take an active part in the identification of hazards, development of control measures and the communication of remaining significant risks to all relevant personnel. They will promote involvement through employee consultation and ensure continual improvement in standards by operating maintenance and inspection schemes with effective close out systems. They must ensure that necessary local procedures are implemented to guarantee the safe operation of plant and equipment and that accident/near miss reporting systems are fully utilized.

Health and Safety Department

The Health and Safety Department must support the business in advancing and promoting the health and safety culture and eliminating work related injuries and ill health. They will assist the senior management teams in developing strategic health and safety action plans that ensure a coordinated national approach. Through effective monitoring systems, such as inspections, audits and accident analysis, they will promote compliance with Corporate and legislative requirements.

The Department will establish and monitor health and safety performance indicators. The headline indicators will be communicated to the President and the Vice Presidents on a weekly basis for discussion at their management meetings.

In the event of an accident the Department will provide support with the investigation, to an extent that is proportionate to the severity. Where appropriate, learning points from incidents will be communicated throughout the business to help prevent a recurrence.

The Department will seek to establish good working relations with trade organisations and statutory bodies in order that they can be aware of and, where possible, be involved in the development of applicable regulations. They will also liaise closely with the Corporate health and safety specialists to ensure effective two-way communication in respect of policy developments, significant issues and accident data.

They will evaluate and communicate developments in industry best practice, CEMEX Corporate requirements, and the impact of new or impending legislation. Where appropriate recommendations will be made regarding revisions to existing UK policies and manuals.

The Department will coordinate the provision of specialist health and safety training, whether through in-house health and safety professionals or external consultants. In addition the Department will provide support to the business by developing generic in-house locational courses for presentation by line managers and by advising on personnel training needs.

Where projects are instigated to develop new sites or expand/refurbish existing facilities, the Department will support the business, as and where required, in the management of health and safety risks during the construction and operational phases. Where significant process changes are being made, consideration shall be given to the need for a formal management of change procedure.

Arrangements for Health and Safety

Statutory Duties and Inspections

We will comply with all relevant statutory duties and inspections. This will be achieved through a clear management structure, where responsibilities are understood, and through the implementation of any necessary additional local arrangements.

Planning and Review

Health and safety planning is vital in promoting continuous improvement and achieving our target of zero workplace injuries. A health and safety action plan for CEMEX UK will be published annually. With the support of the Health and Safety Department, each sector of the business will combine all relevant items from the UK Plan with their own initiatives in preparation for the beginning of each year. The respective Senior Management Teams will be responsible for ensuring that the items on their plan are adequately resourced and will formally monitor progress against the plan on a monthly basis.

Local plans for health and safety improvements will also be developed as appropriate for particular business functions and individual sites/areas. Items included in these plans may arise from risk assessments, audits, inspections, behaviour safety systems, near miss reporting, etc. Progress against these local plans should also be formally monitored.

New legislative requirements and corporate policies must be considered during the planning process.

Risk Assessments

Risk assessments are fundamental for planning health and safety improvements. They will be carried out for all relevant activities at CEMEX UK locations, using the standard documentation in the UK Health and Safety Manual. Suitable and sufficient assessments must also be completed for work activities undertaken by employees away from CEMEX premises, for example on customer premises and involving logistics operations.

Risk assessments should be carried out on a team and, where applicable, cross functional approach. Both management and workforce shall be involved to ensure that all hazards and associated risks are identified, with commitment to the control measures that are required. At least one member of each risk assessment team will be formally trained in hazard identification and risk assessment.

Risk assessments should identify not only physical hardware improvements to the workplace and processes, but also where documented safe systems of work are required.

The significant findings of risk assessments must be brought to the attention of all relevant people, including contractors and visitors where appropriate. The method for this will vary, and may include reviews at health and safety meetings, face-to-face briefings, and training and by posting them on site notice boards.

Progress against action items identified by the risk assessments will be formally monitored to ensure that they are completed. Risk assessments must be reviewed if there is any reason to suspect that they are no longer valid, such as a change in process, staff, working conditions, legislation or if an accident or reported near miss / hazard brings their integrity into question. In addition they will be formally reviewed at least once every 12 months.

Safe Working Procedures

A structured framework of CEMEX health and safety policies, standards and guidance are communicated via the company computer network and apply to all UK operations.

Whilst the primary aim is to eliminate risk through physical controls, where necessary site-specific safe systems of work will be developed. These safe systems may include method statements, which could be required for activities undertaken in-house as well as for contracted work. All personnel must be made aware of the safe systems that are relevant to the work they are required to do, with their understanding being verified.

Risk assessments and safe systems should highlight the in-house and contract activities where a Permit to Work is required before commencing a specific activity. General Permit to Work and Hot Work permit systems should be operated at all sites and, where necessary, they will be supplemented by specific permits for higher risk work.

Permits must only be issued by competent, nominated people who have been formally trained in the relevant permit system. Permits should be completed with the people carrying out the work to ensure that all hazards and risks have been considered and that the control measures are understood and implemented.



Management Meetings and Reports

Health and safety shall be the first agenda item at all management meetings. This will provide an opportunity for managers to discuss health and safety alongside other business matters, ensuring that policy decisions are made that best suit the business.

Management reports will contain the relevant health and safety information to ensure that matters are communicated throughout the organisation. The information will include, where relevant, progress on major projects, details of accidents and their subsequent root cause analysis findings, key performance indicators, development of policies or any other matters of importance.

Consultation with Employees

It is important that the health and safety interests of all employees are represented. As such all operations/functions will establish a structure of health and safety committees that encompass every employee group. Employees will be encouraged to participate in a constructive manner via their elected or union representative (depending upon the local arrangement), who will be consulted over health, safety and welfare matters. The committees will meet at least three times a year and be chaired by an appropriate line manager. Items considered at the meetings should include progress against improvement plans, recent incidents, risk assessment reviews and key performance indicators.

All employees will be advised of meeting agendas, consulted by their representative and informed of the results of the consultation process.

Matters arising from these health and safety committees that are of specific interest, or cannot be resolved locally, will be raised at the relevant business/function Health and Safety Forum. These Forums will be chaired by the relevant Director/Function Manager and routinely attended by senior operational managers, representatives of appropriate functions e.g. Logistics, Human Resources, etc. and a Health and Safety Manager/Officer. It is intended that the Forums will develop best practice and achieve common acceptable standards. They are required to meet at least 3 times per year.

Where an issue arises from a Forum that may be common throughout the UK Operations, the Chairperson will bring it to the attention of the Health and Safety Department.

Health and Safety Information

The Health and Safety Department will circulate a range of health and safety information via, for example, Safety Alerts, Good Practice Safety Alerts and UK corporate newsletters. This information will include details of applicable new health and safety legislation. The Director / Function Manager is required to ensure that all relevant health and safety information is circulated to employees within their operating area. This information may also consist of items from Health and Safety Forums, accident investigations, trade associations, the Health and Safety Executive, etc.

Directors, with the support of the UK Health and Safety Department, will bring developments in new UK Health and Safety Policies or Standards to the attention of their operational managers, who must ensure compliance is achieved.

The Health and Safety Department are responsible for updating the UK Health and Safety Manual. All relevant managers / supervisors will have access to this Manual, which contains information to help them understand and discharge their responsibilities under relevant legislation.

The Health and Safety Department will assist in performance reviews by communicating benchmarking information. This information will be compiled by obtaining relevant comparable information from the sectors within the business and, where appropriate, from external organisations such as trade associations.

Employees shall be kept informed about the safety performance of their business sector and the UK Operations through briefings, newsletters, etc.

Training

● On Induction

All new employees, temporary staff and agency personnel must undergo a period of induction training to ensure safe methods of working are adopted at all times. Training will commence on day one of employment and consist of a formal written programme that takes into account the individual needs of the employee and the specific job role.

The duration of the induction training programme will vary dependent on the individual and the complexity of the tasks. The duration must be sufficient to ensure that the employee and others are not put at risk. Specific requirements will be put in place where young or inexperienced employees are recruited.

After a predetermined period the induction must be formally reviewed and signed off by the line manager, with assessment where appropriate, to ensure full understanding of procedures and precautions covered.

● Ongoing Training

All Vice Presidents, Directors, Managers and Supervisors are required to attend relevant health and safety training courses to ensure they are familiar with current health and safety requirements and practices.

Formal periodic reviews of health and safety training needs for all employees must identify, target and plan training provision. Development programmes will be in place for employees that ensure they have the required level of competence to carry out the full range of their work duties safely. Competent personnel will be appointed within each operating area to carry out locational health and safety training.

The businesses areas will keep up to date training records that include all on-site training and that which is carried out away from the work location. A record of appropriate National Vocational Qualifications, Continuing Professional Development and other competency-based assessments must also be maintained as required.

• **Specific Training**

Where training is required to ensure competence in a specialised area e.g. operating mobile plant, first aid, etc. specific training will be given along with appropriate formal assessment. Only when employees have successfully completed the relevant program will they be deemed competent and certificated accordingly.

Behavioural Safety

It is estimated that up to 90% of workplace injuries are caused by unsafe behaviour. In the UK, CEMEX operates a number of initiatives to support a reduction in this type of incident. Visible health and safety leadership is invaluable and, as such, managers are trained in behavioral safety techniques and expected to participate in the Visible Felt Leadership site visit programme. All employees are trained to recognise both safe and unsafe practices and encouraged to stop unsafe activities and suggest improvements to working methods.

In addition to the general workplace risk assessments, operational managers/supervisors are required to identify those sites and activities where pre job risk assessments, in the form of Worksafe, must be implemented. The Worksafe assessments are intended to take account of any change in the local conditions that may not have been considered by the general assessments and also to ensure people **stop and think** about the activity they are about to commence, the potential risks and the necessary precautions.



**TOOLS/
EQUIPMENT**
Use the right, well
maintained, tools/
equipment for the
job. Never make do.

Inspections, Audits and Defect Reporting

All operations will implement a framework of maintenance and inspection schemes to monitor health and safety standards and promote preventative maintenance. These will range from Vice President and Director Visible Felt Leadership Tours to detailed testing and inspection of equipment. The extent of the schemes depends upon the nature of the site / equipment, the hazards / level of risk and statutory requirements. The schemes will cover both mobile and static plant. The exact scope and frequency of inspections will be determined locally and documented in formal written schemes.

The schemes will include the necessary statutory inspections. They must be reviewed periodically to ensure that they remain comprehensive and effective. Inspections must only be carried out by people who are competent by virtue of their training and experience. Wherever possible managers will involve employees in carrying out inspections.

Documentation will be kept at each site detailing items that require attention, the plans for the remedial work to be carried out and formal records of items that have been completed.

Each year the Health and Safety Department will inspect a predetermined number of operational units. Completion of the items identified will be monitored via a formal close out system. In addition, they will carry out annual health and safety management audits across the business sectors making up the UK Operations.

Control of Contractors

The competency of haulage contractors shall be verified by reference to their Operator License. In addition all hauliers engaged by CEMEX shall be required to undergo an induction and participate in the company driver certification scheme as appropriate.

All other contractors engaged by the company shall be detailed on an Approved List of Contractors that shall be compiled and maintained by the Procurement Department and made available to all staff who are responsible for employing contractors. Contractors will only be included on the Approved List when they have provided sufficient information demonstrating their competence; unapproved contractors should not be engaged. This information will include proof of any relevant health and safety passport scheme. Information used to justify inclusion on the list will be retained and formally reviewed at least annually.

It will be a condition of contract with CEMEX that contractors operate safely, in accordance with site rules, CEMEX Safety Standards, relevant safe systems of work and method statements. This condition will be expressly stated in the contract so that it is fundamental to the proper performance of it. Breach of this condition will entitle CEMEX to terminate forthwith without payment or compensation. Contractors who fail to demonstrate safe working practices must be withdrawn from the Approved List and their services no longer employed until they can demonstrate that their safety standards have improved to a suitable level.

Before starting work contractors must receive an appropriate period of induction to ensure that all relevant health and safety requirements are understood. A Permit to Work form will be completed with the contractors before work commences. The only exception to this will be where the work is judged to be very low risk to employees, contractors' staff and third parties. It is the responsibility of the manager or supervisor in control to make a positive decision to this effect and, where doubt remains, a Permit to Work must be issued.

Where work is of a higher risk or more complex, a method statement will be obtained from the contractor that addresses all issues identified by the relevant risk assessments.

Where any contract work falls within the scope of the Construction (Design and Management) Regulations, UK Health and Safety Standards on the Implementation of the Construction (Design and Management) Regulations will be followed at all times.

Within some of our operations CEMEX may act as a contractor to someone else. Where this occurs, in addition to complying with this Policy and relevant CEMEX safe systems, every effort must be made to ensure full cooperation with any additional health and safety requirements that may be specific to the project or place of work.

Health Care and Monitoring

The company operates a health care programme, which primarily consists of pre-employment health checks, initial and periodic health screening and sickness absence monitoring. The purpose of the programme is to ensure that the work that employees are required to do does not expose them to unnecessary health risks, and that any employee's general state of health does not put their safety or that of others at risk.

As a condition of employment, all new employees will complete a Health Questionnaire and receive appropriate health screening. The extent of this screening will be determined by virtue of the hazards to which they are exposed and / or relevant legislation. All existing staff are required to participate in the health surveillance and screening programme to the extent that it is applicable to the hazards within their workplace. Initial screening for new employees will take place within their first three months of employment, with subsequent screening normally annually. Whilst the results of individual screening are not revealed to the company, reports on trends are made available by the occupational health care provider.

Management teams within the business will formally assess the data from sickness absence monitoring and health screening on a quarterly basis, reviewing control measures where adverse trends are identified.

All staff will be made aware of the content of the Drug & Alcohol Policy. The Policy is designed to promote a culture in which drug and alcohol abuse is not tolerated and to ensure that employees' use of either drugs or alcohol does not impair the safe and efficient running of the organisation, or result in risk to the health and safety of themselves, other employees, or third parties.

Absence Management

High standards of attendance are expected of all employees. Managers and Supervisors must monitor and review attendance levels within their operations, making use of the sickness absence reports from the Human Resources function.

Where an employee is absent, or is likely to be absent, as a result of either a health condition or following an accident, consideration will be given to whether it is appropriate for them to continue to work on "light duties"; this must not be at the expense of the well being of the employee and must be arranged by mutual agreement. It should, however, be noted that returning to work on "light duties" may aid recuperation. The taking up of "light duties" may necessitate short-term modifications to the workplace, and will require the manager to make regular enquiries about the employee's health.

Where employees are absent from work, managers are required to maintain contact and consider, in the case of longer term absence, whether there is any assistance that can be arranged through the occupational health care provider that would aid the employee's recovery.

On returning to work following absence due to either ill health or workplace injury, the line manager will undertake and document a return to work interview to ensure that employees are sufficiently recovered to carry out their work safely.

Employees are responsible for reporting any absence to their manager, in line with their terms and conditions of employment, and for maintaining regular contact during any period of absence.

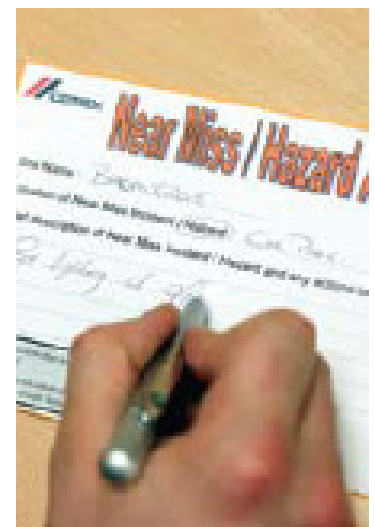
Accident / Incident Reporting and Investigation

All accidents / incidents involving injury or property damage on CEMEX premises, or injury to employees working away from company locations, must be reported via the standard accident reporting procedure.

Road traffic accidents involving company vehicles must be reported in accordance with local requirements and also to the Risk and Insurance Department. Where a road traffic accident results in lost time injury and the person is driving as part of their work on company business, as opposed to driving to / from work at the start / end of their shift, the accident must also be reported through the standard health and safety accident reporting procedure; this requirement applies irrespective of whether the vehicle is owned by the company and extends to contractors delivering materials on behalf of CEMEX.

Near misses will be reported via the Near Miss/Hazard Alert system.

In addition to reporting via the standard procedure, the relevant Director will be notified straight away of all injuries and will, in turn, immediately notify the appropriate Vice President and the President of any lost time injury.



INCIDENT/HAZARD ALERTS
Report all incidents/
hazards immediately.

For minor injury accidents and near miss incidents the appropriate Supervisor / Manager will take the lead in the investigation. An Inquiry Panel, headed up by the relevant Director, will co-ordinate the investigation of incidents involving Major and lost time injuries or Dangerous Occurrences. The Health and Safety Department will also be notified immediately of all lost time injury accidents and support with the subsequent investigations.

All accidents and near miss incidents will be thoroughly investigated to identify any additional precautions required. Root cause analysis techniques will be used to ensure investigations consider not only the immediate causes but also the underlying reasons behind each event. All managers and supervisors who carry out accident / incident investigations will be formally trained in accident reporting, root cause analysis investigation and emergency procedures.

Where the need for further control measures is identified, positive action must be taken as quickly as possible to prevent a recurrence.

In all cases when accidents, incidents or near misses / hazards are reported, the relevant manager must provide sufficient information about remedial action to the person who made the report.

Directors must ensure procedures are in place to notify the President, their Vice President and the Health and Safety Department immediately in the event of any death that results from an incident at work. In the event of a fatal incident a Senior Inquiry Panel will be established to ensure that a thorough investigation is undertaken; the Panel will be chaired by the Country President and include at least two Vice Presidents and the Health and Safety Director.

The Health and Safety Department, in conjunction with the Legal Department, shall advise on the incident investigation reporting protocols for fatal and significant major injury accidents.

Individual business sectors/Regions will maintain a record of all accidents / incidents and near misses, developing local statistical information to help identify trends and enable additional control measures to be introduced. The management teams within these areas will formally review their incident performance on a regular basis.

The President and Vice Presidents will monitor incident performance and trends for the UK Operations at their weekly and monthly meetings, using information collated by the Health and Safety Department. The Department will periodically report on the results of benchmarking exercises carried out with external trade associations, etc.

Emergency Procedures

Risk assessments must consider potential emergency situations and be used, in conjunction with prescribed legislative requirements such as the Dangerous Substances and Explosive Atmosphere Regulations, to determine the range and extent of emergency plans required. Emergency plans must be in place at each location and will be designed to assist people in responding quickly and efficiently should any serious incident occur. The risk assessment and plans will be used to determine the requirements for emergency drills and specific training.

The plans must include the full address of the site, contact numbers for key members of the management team and local emergency services, i.e. Fire, Ambulance, Doctor, Electricity and Gas Company, etc. The contact details and all relevant sections of the plans will be prominently displayed. All necessary emergency equipment will be provided, clearly identified and readily accessible. Appropriate first aid provision must be in place at all sites.

In addition to the local emergency plans, crisis management procedures will be developed and communicated across all sectors of the business, as appropriate, with any necessary training for key personnel being undertaken.

The involvement of employees
in our health and safety effort
is fundamental

STOP  **THINK**