



ACHIEVING SAFETY SUCCESS

FORUM - SAFETY

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Lantic Inc.

What is “Safety Success”

- Different things to different people.
- Reduced accident rates
- Reduced lost time injuries
- Reduced costs
- Meeting targets
- Achieving zero?
- All of the above (and more)

Employees were asked what their vision of Safety Success included:

- Doing work right
- No injuries
- Employees understand their work
- Employees watch out for each other
- Personal pride
- Positive attitude
- Team work
- Constant safety awareness
- Employees take responsibility for their actions
- Employees understand their responsibilities

Employees were asked what their vision of Safety Success included:

- Fewer or no severe injuries
- Fewer medical aids
- Allow people I love to work here
- Corrective actions applied
- Safety awards
- Every worker goes home healthy & whole
- Dollars spent on safety should not matter
- Due diligence – everyone
- Employees think before acting
- Trained, knowledgeable employees

Safety at Rogers Sugar (Lantic Inc.)

- Safety performance has always been measured at our beet factories - # accidents/incidents, costs, frequency, severity etc.
- Reviews of safety performance were conducted by senior management but there was little involvement by our employees in the plants.
- No formal program existed for many years. Responsibility for safety was given to a staff employee on top of their regular duties.



Safety at Rogers Sugar (Lantic Inc.)

- In 1991, a full-time Safety Coordinator was hired with responsibility for 2 beet factories and 1 cane refinery.
- A formal safety program was developed and implemented, again with little input from most employees, and none from the hourly paid workers.
- While there was some improvement in safety results, the frequency of incidents remained relatively high.



Safety at Rogers Sugar (Lantic Inc.)

- In 1999, a temporary employee working in the lime kiln was crushed to death under the skip after he failed to follow company procedures about entering the pit.
- Shortly afterwards the decision was made that a full time Safety Officer was required, and that a change in attitudes towards safety was needed.
- A similar decision was made at our Vancouver cane refinery.



Safety at Rogers Sugar (Lantic Inc.)

- Today each site has a full time person responsible for safety at each site.
- But simply hiring someone was not enough to change our results.
- Improving safety performance required a culture change – a different attitude about work and working safely. There can be no compromises when it comes to safety.



Achieving safety success (and meeting the “vision” of our employees) requires:

- **Corporate leadership**
 - Muted in the past
 - Demonstrated commitment by Senior Management
 - Lead by example (Walk the Talk)
- **Communication**
 - Between all levels of employees – regular discussions, responding to employee concerns, training.
- **Enforcement of safety policies**
- **And most of all, employee involvement**
 - It has to be their program, not one imposed by management.



Lantic Inc.

Incident and Accident Prevention Philosophy

We are committed to the principle that no undertaking at Rogers Sugar has greater importance than incident and accident prevention and the health and safety of our employees, visitors and contractors present on our premises.

We consider every health and safety measure to be an integral, equal and inseparable part of daily operations and Company objectives.

We accept responsibility for the development of effective health and safety programs. We expect that those employees charged with management responsibilities will fulfill their obligations in accordance with Company policy and applicable regulations.

Not withstanding our responsibilities, and our stated commitment to strive for optimum health and safety in our operations, this basic objective cannot be reached alone.

We therefore expect that every person employed by the Company will be committed to the development of a positive attitude toward incident and accident prevention, perform in a safe work manner, and follow safe work practices.

Ed Makin
President and CEO

■ Communications

- Our Health and Safety Policy clearly outlines the responsibilities of:
 - Management
 - Supervisors
 - Employees
 - Visitors
 - Contractors
- Everyone has a role to play in maintaining a safe workplace.
- To have any credibility, it is critical to listen *and respond* to employee concerns in a timely manner when it comes to safety concerns.

Safety Program

There is a formal written Safety Program in place, with 8 essential elements:

- Management Leadership & Commitment
- Hazard Identification & Assessment
- Hazard Control
- Ongoing Inspections
- Qualifications, Orientation and Training
- Emergency Response
- Accident and incident Investigation
- Program Administration

Safety Program

- Having this documented safety program is important, but it is largely meaningless if the elements of the program have been created without employee involvement or, once created, sits on a shelf.
- A Safety Program must be a “living” document – one that is reviewed, updated, expanded etc as required to remain relevant.

Employee Involvement

- Completing hazard identification and assessments and reviewing them on a regular basis.
- Development and updating of safety procedures and policies.
- Identifying and implementing hazard controls – updating as needed (eg new equipment).
- Participating in ongoing inspections
- Acting as coaches/mentors/trainers

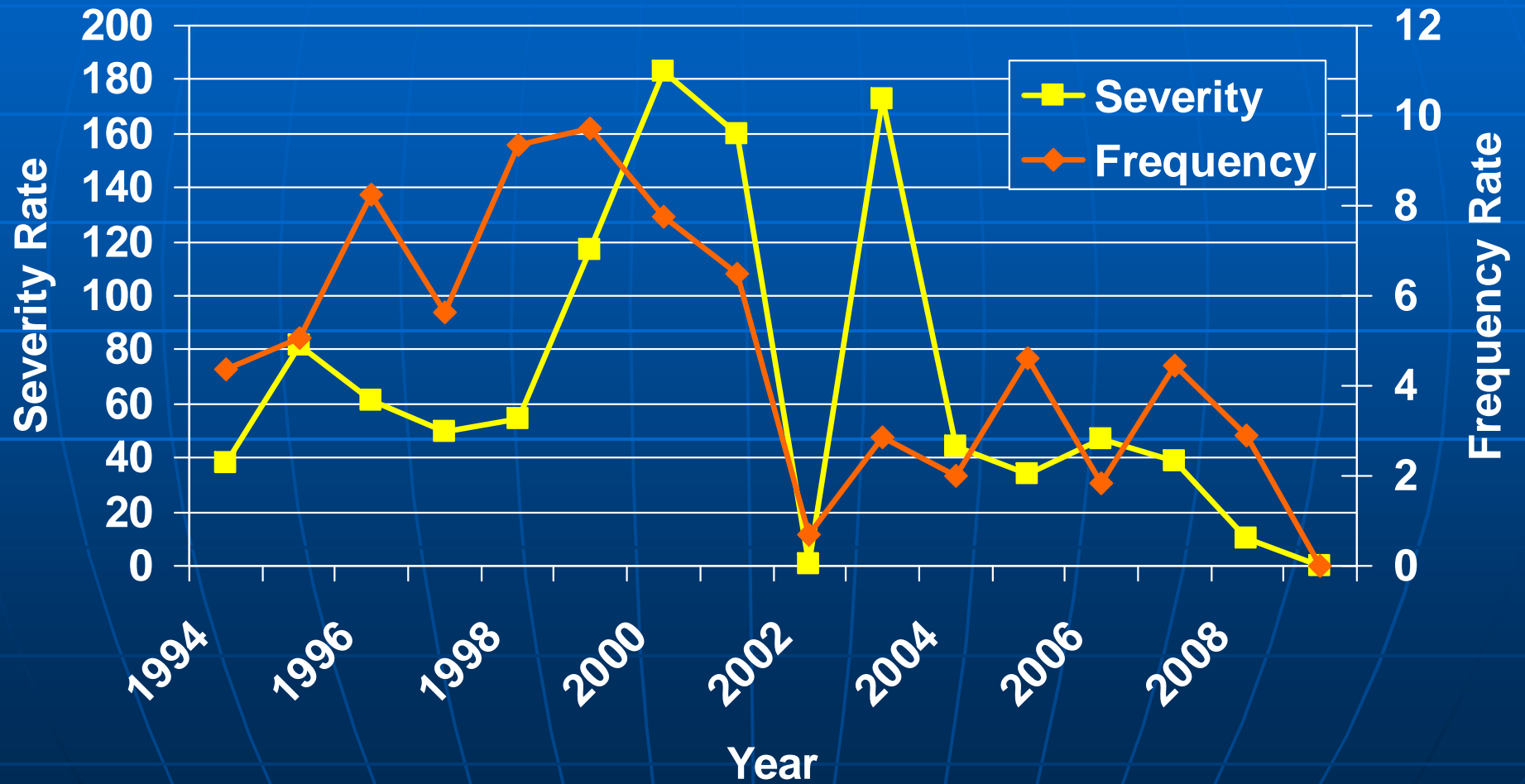
Employee Involvement (cont'd)

- Participating in accident and incident investigations.
- Participating in training and orientation sessions for both permanent and temporary employees.
- Participating in and leading safety meetings, either formally or informally.
- Participation in return to work programs.
- Participating in regular audits of the program by both internal and external auditors.

Are we there yet?

- There is always room for improvement but our accident frequency and severity rates have improved since the mid 1990's.

Lost Time Accident Frequency & Severity



Current views of our safety program:

- Employee centered safety.
- Achieving zero injuries is a core value.
- An injury-free culture.
- Every employee is responsible and accountable for the safety of themselves and those around them.
- Production does not come at the expense of safety – equipment or the plant will be shut down if necessary.
- A team effort.



Are we there yet?

- The majority of our employees are active participants in the safety program and are taking responsibility for their actions.
- We try to encourage an atmosphere where any employee feels confident to challenge another employee if they see them not following proper safety procedures – from the President of our company to their fellow workers.



Are we there yet?

- For us, the key to achieving success with our safety program has been and will continue to be employee involvement on a daily basis, and a culture that places a high value on working safely every day of the year.

Thank you.

