



Safety, Health, Environment & Quality Strategic Plan 2006 to 2010



Our Safety, Health & Environment Values:

Uncompromising Standards – care for the health & safety of our people

Integrity – operate within the letter and spirit of the law

Teamwork – towards our common goal of zero injuries

Accountability – for our own safety and the safety of others

Respect – the cultures and environments in which we operate

Openness – frequent, transparent and two-way communication

Courage – to challenge unsafe behaviour

Fairness – safety is equally as important as service



vision ZERO

- ZERO** Fatalities
- ZERO** Injuries
- ZERO** Motor Vehicle Accidents
- ZERO** Environmental Exceedances
- ZERO** Tolerance of Unsafe Behaviour & Practices

Strategy Model

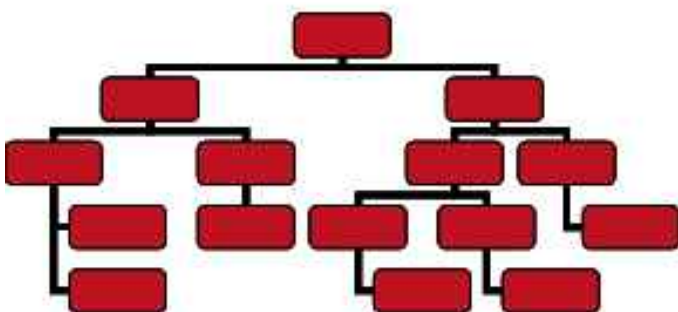
We will achieve “Vision Zero” through strong leadership, safe behaviour and continuously improving our Safety, Health, Environment and Quality (SHEQ) management systems.



Implementation

The ‘line organisation’ will implement this strategy while being supported and assisted by safety, road transport compliance and training professionals.

Implementing (Line Organisation)



Supporting





Key Objectives and Focus Activities

Leadership

Line Organisation accountability for safety performance

- Safety KPIs in line organisation balanced score cards
- Significant injuries and near miss incidents reported to senior management
- Lessons learned from serious incidents shared across the globe
- Leaders walk & talk safety with their people

Establish SHEQ governance frameworks

- Set clear corporate SHEQ standards
- Establish cascading central safety committees

Coach / mentor / train our front line leaders

- Demonstrate genuine concern for our people
- Enforce safety standards
- Reward and recognise safe behaviour

Behaviour

Develop a visible safety culture

- Safety branding and communication
- Promote safety through various campaigns
- Celebrate safety performance milestones

Involve our people in the solutions to manage risk

- Understand our risk profile
- Establish risk networks (involvement groups)
- Develop clear standards in relation to managing our highest risks

Train our people to work safely

- Discuss safety at every meeting
- Determine safe working competencies
- Provide competency based training

Systems

Maintain our licence to operate

- Comply with road transport & OHS&E legislation
- Maintain our self insurance licence
- Maintain our certifications (AS4801, ISO14001, QS9000 & HACCP)

Integrate SHEQ into business processes

- Business tendering
- Site design
- Purchase of plant & equipment

Improve efficiencies through information technology (IT)

- Determine "must have" system requirements
- Reduce reliance on external IT suppliers



Balanced Score Card Measures & Targets

Strategic Development	<ul style="list-style-type: none">- Maintain self insurance licence- Full implementation of Safety, Health, Environment and Quality (SHEQ) strategic plan
Financial Performance	<ul style="list-style-type: none">- percentage reduction in outstanding workers compensation liabilities- percentage reduction in incurred workers compensation cost- percentage reduction in motor vehicle accident costs ▲ ◎
Customer Development	<ul style="list-style-type: none">- percentage SHEQ involvement in new business tenders, contracts and renewals- Maintain SHEQ Certifications
Operational Effectiveness	<ul style="list-style-type: none">- percentage reduction in LTIFR ★- percentage compliance to selected Linfox OHS Standards ★- percentage compliance to Road Transport Legislation ◎
People Development	<ul style="list-style-type: none">- percentage of front line leaders assessed as competent in “Safety Leadership” program ★- percentage of employees and contractors assessed as competent to undertake critical tasks ▲

KEY: ★ Included in Operations Team BSC
◎ Included in Road Transport Compliance Team BSC
▲ Included in Training Team BSC