

UK SA13/2025– 27.11.2025

27.12.2025

# SAFETY ALERT

## LTI - CONTRACTOR BACK INJURY

### DETAILS OF THE INCIDENT

A contractor sustained injuries including a chipped bone in his back and ligament damage in the upper neck. The incident, initially believed to be a medical emergency, is now thought to have been caused by a hidden hazard as the contractor passed through a door way with a dust curtain opening, into a conveyor area. As part of the investigation, it was discovered that this dust curtain was being held in place by two cement bags positioned on the conveyor housing roof. One of the cement bags most likely was dislodged and fell from above.

This unsafe setup had gone unnoticed for years, and had not been spotted by the local team, nor contractors or during detailed formal safety audit inspections conducted by the Cemex H&S team or external auditors. The hazard was difficult to detect from ground level due to its position relative to other structures.

Neither the injured party nor his colleague reported any immediate cause at the time, but based on the injuries and subsequent findings, the incident is being recorded as an LTI on the balance of probability.

Safe Systems	All permits, risk assessment and method statement was in place for the task. The IP was inducted.
Standards	<p>The items on the roof were not identified during daily activities, routine audits, or inspections, including those carried out by Health and Safety professionals. This was a hidden historic issue.</p> <p>It is important to note that this is not a recent behavioural matter, nor is it anticipated that the current workforce would engage in such an unsafe practice as placing items on a roof.</p>
PPE	All required PPE was worn by the contractor.
Emergency Response	Initially, the incident was believed to be a medical emergency, as the injured person had reported feeling unwell just beforehand. The site's first aid team responded in an exemplary manner, following all required protocols.

### HOW COULD THIS HAVE BEEN AVOIDED?

The bags had been placed on the roof many years ago and went unnoticed. Their position, obscured by surrounding structures, made the hazard difficult to detect from ground level. Regular use of drone technology for roof inspections could have identified this risk earlier.

While it is natural—and often reinforced practice—to look forward and down when walking to avoid slips, trips, and falls, it is equally important to pause, take a broader view, and ensure thorough inspections of all areas, including periodic checks of roofs.



**Hierarchy of Control**

**E** Eliminate  
**R** Reduce  
**I** Isolate  
**C** Control  
**P** Protect

**Look after yourself and each other**

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

**Housekeeping**

Keep designated access routes and work areas tidy and free from trip/slip hazards.

STOP THINK ACT

# Making the invisible, VISIBLE

## Making the invisible, VISIBLE

Do not ignore it....Let's fix it

Dear all,

As many of you will know, this week we have launched something that is not just another "project" or "audit." This is about something far more important — it is about people. It is about you, me, and every person who comes through these gates. It is about making sure that, at the end of every day, we all go home safe to our families, friends, and loved ones.

Our goal is simple: to make this site as safe as it can possibly be. That means not just dealing with the obvious hazards, but finding the ones that hide, sometimes in plain sight. Over the next two weeks, three teams will work through the plant, inspecting each area from top to bottom — looking up, looking down, and looking closely. Hazards rarely wave a flag to get your attention, so we need to search for them.

This is part of our **"Making the invisible, VISIBLE"** approach. We want to uncover risks before they can cause harm. That means paying attention to the small details — a loose cable, a misplaced tool, a damaged guard, a patch of oil — because these things can lead to big consequences.

It is also about housekeeping. If something does not belong in an area, it needs to be removed. A cluttered workspace is not just untidy, it is unsafe. A clean, well-organised site is a safer site, and it sends a clear message: **we care about how we work and who we work with**. While our plant is certainly cleaner than it was five or ten years ago, the amount of rubbish and scrap cleared in just the past few days shows there is still room for improvement. We must all take responsibility to tidy up after our work — no excuses!

For these two weeks, there will be daily safety communications on a range of topics. These are designed to be interactive and so please get involved and share your ideas, your observations, and your experience.

Even if you are not assigned specifically to one of these teams, everyone must still play a part. I am asking each of you to be relentless in your inspections of your work place. Challenge yourself to see what you might normally walk past. Ask, *"If my family member worked here, would I be happy with this?"* And if the answer is no — we fix it!

**Remember, safety is not a box to tick; it is a commitment we make to each other. Let's make the invisible, VISIBLE and let's make sure we all go home safe.**

Thank you.



Phil Baynes Clarke, Director – Cement Operations UK

  
14<sup>th</sup> August 2025

3 teams – working throughout the plant

Daily steering meeting at 9:30am

Daily safety briefings

Team then out finding and fixing issues



**Goal:** To identify and rectify hidden hazards

Over 300 issues identified and resolved







