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	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. 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.
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.





ICEMEX

Hierarchy of Control

Eliminate

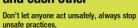
Reduce

Isolate

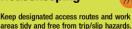
Control

Protect

Look after yourself and each other



Housekeeping





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

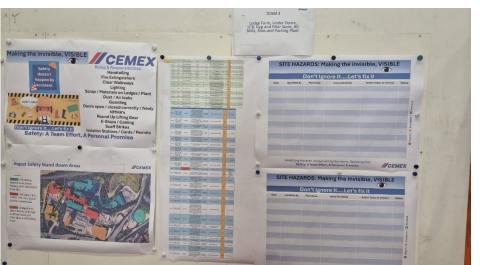


3 teams – working throughout the plant

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



At Rugby Cement Plant, we work with a range of materials every day. Some of these are essential to production, but they also come with health and safety risks if no

. Hazardous Materials and Their Risk Sand - Dust can cause serious respiratory issues such as sili

Use masks and protective clothing to limit ex Gloves, masks, and eye protection are essential.

Work in well-ventilated areas, use PPE, and be aware of t

Gypsum - Dust can irritate lungs and ski

→ Protective clothing and masks required when

Store in proper containers, avoid spills, and preve



Safety Talk - Importance of Guardin

xamples of Good Guarding Close Fitting Fixed Guards:

- Designed to allow lubrication and adjustment without removal
- Perimeter / Distance Guards At least 2m high, secured to solid foundation
- Gates with interlocks or cantive key systems for safe acres-
- Prevent access while allowing spillage to fall through safely
- Remote Greasing Lines:
- Allow maintenance without entering guarded areas Light Curtains and Pressure Mats
- Used in low-risk areas with regular access
- Must be positioned to prevent bypassing.



SAFETY IS OUR

Safety Talk - Safe Driving & Vehicle Operation

ep Distance: Maintain a safe following gap—at least 2 seconds in good conditions, 4 secon

te Rules; Follow traffic management plans, one-way systems, and designated route cident Reporting for company vehicles/mobile plant: Report accidents, near misses, o

ery year, accidents involving vehicles and mobile plant cause serious injuries and fatalities

e workplace. Following these rules: duces risk to yourself and others.

otects company equipment and property





SAFETY IS OUR

Safety Talk - The Benefits of Housekeeping and Pride in the Workplace:





and will be considered gross misconduc

3. Pre-Use Check

Visual inspection:

Inspection Frequency under LOLEI

SAFETY IS OUR

TOP PRIORITY

Identify hazards, severity, and likelihoo

Pressure mats & induction loop Light curtains.

Close fitting fixed guards Perimeter guards

Apply the hierarchy of control:

Isolate all energy sources (electrical pneumatic, hydraulic, gravity) before removir

spect guards for damage.

se personal isolation padlocks and follow

port any unsafe guarding immediately Never bypass or modify guards. Ensure all guards are part of a documented



ment should have a colour-coded tag or inspection label showing the next due da

If the tag colour for this time period is "Green" and your sling has a "Red" tag, it's out of date remove it from service.

For wire rope – check for broken strands, corrosion, kinks, or crushing. For chains – check for stretched links, cracks, or distortion.

For hooks - check for cracks, wear, and functioning safety latch

For webbing/round slings - look for cuts, frays, burns, oil contamination, or missing labels

Lifting accessories (slings, shackles, hooks): Every 6 months. Lifting equipment (cranes, chain blocks, hoists): Every 12 months (or 6 mo

pe treated as a serious failure to comply with our isolation procedure

Safety Talk - Importance of Guarding

SAFETY IS OUR **TOP PRIORITY**

Hot work involves tasks that produce heat, sparks, or flames, and it is essential to understand the risks and emergency procedures ssociated with these activities, particularly when working near a hot

1. Hot Work, Welding and Grinding

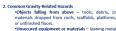
- Flying sparks and fragments can cause eye and face injuries Contact with rotating wheels may cause severe cuts.
- Excessive noise and vibration can lead to hearing damage of
- Ensure good lighting and ventilation in the work area



Safety Talk - The Risk of Gravity (Falling Objects and Unsecured Materials)

1. Introduction

Gravity is a force we live with every second of the day, and in the workplace it's one of the biggest hidden hazards. Whether you're under a roof, a scaffold, or a omething isn't secured, it will fall



plates, pipes, or panels that can tip over •Dislodged debris - wind, vibration, or moveme

serious injury or death



Safety Briefings

To support the initiative, Safety Talks were developed and delivered daily to raise awareness and knowledge of key topics

Topics include:

- Hot Work (Welding, Grinding, Hot Materials, Hot Processes)
- Housekeeping
- Lifting Equipment
- Risk of Gravity (falling objects, dropped tools, etc.)
- Safe Driving (on-site vehicles, mobile plant)
- Tools & Equipment (selection, inspection, hand & power tools)
- Standards You Walk By ("What you walk past are the standards you accept")
- Use of Ladders (competence, checks, safe placement)
- Manual Handling & Ergonomics
- **Asbestos Awareness**
- Stress & Coping Mechanisms at Work
- Hazardous Materials on Site
- **Emergency Procedures & Fire Safety**
- Importance of Guarding
- Incident reporting & Investigation
- Working differently out of Hours (reduced supervision, fatigue, access to resources)
- Permit to Work Piper Alpha Disaster (lessons learned, safety culture, permit-to-work failures)





