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Your bi-weekly update from
around Cemex UK
26th March 2026



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Health & Safety

Latest Safety Alerts From EMEA



The latest Safety Alert relates to an issue identified in a Cement Plant in Europe regarding isolation switches.

You can find this Safety Alert at the end of this

document and on the UK News download page: www.cemexuknews.co.uk/downloads

This is an opportunity to check this situation cannot happen in our sites, and that everyone knows the correct isolation procedures. It also shows the benefits of a strong reporting culture that allows us to learn before a real incident occurs.

We're also highlighting information about an incident in another industry involving a telehandler (the incident is not related to Cemex). Although the external incident occurred in a recycling plant, the information can be used to continue raising awareness of the importance of traffic management, good high visibility clothing, vehicle reversing, line of fire and risk assessments for the tasks.

✦ You can find details of this telehandler incident at the end of this document and on the UK News download page: www.cemexuknews.co.uk/downloads

✦ Please ensure Safety Alerts are shared on workplace notice boards. Health and Safety information and resources can be found at the following location:

<https://cemex.sharepoint.com/sites/UKHealthandSafety/SitePages/Safety-Alerts.aspx?web=1>

Celebrating 4 Years LTI Free



**CELEBRATING
4 YEARS
ZERO
LTIS**



Congratulations to the South Coast Materials team who have just celebrated four years LTI free. Well done to everyone for keeping themselves and their colleagues safe.

Commenting on this achievement Lex Russell, UK Materials MD, said: "Well done to the Materials Team in the South Coast. You should all be very proud of this achievement. Nothing is more important than keeping yourself and each other safe."

LTI and TRI milestones demonstrate that ZERO is possible, especially in challenging environments and working processes. With the right level of focus and attention to Health & Safety, our Zero4Life objective can be met and sustained.

Protecting Our Diesel Supplies Following Rising Fuel Prices

Rising fuel prices, driven by the ongoing conflict in the Middle East, are making on-site diesel tanks an increasingly attractive target for theft. As costs continue to climb, both opportunistic and organised offenders are more likely to target sites where fuel is easily accessible. Diesel theft not only results in financial loss but can also disrupt site operations, deliveries, and production schedules.



Good site housekeeping plays a key role in prevention. A clean, well-maintained site signals strong management and reduces opportunities for theft. Keep diesel tanks and surrounding areas clear, maintain good lighting, remove items that could aid access (such as pallets, ladders, or empty containers), and ensure fencing, locks, and access points are secure. Even small improvements, like clearing clutter or moving containers, can make a site far less appealing to potential thieves.

If your site has a monitored CCTV system make sure all equipment, including cameras, alarms, and tannoy, are functioning correctly. Speak with the Cemex duty CCTV operator (available out of hours) to conduct tests and confirm everything is operating as it should.

Alongside housekeeping, operational vigilance is critical early with intervention previously proving to have been effective in deterring theft and assisting law enforcement when incidents do occur.

By combining strong housekeeping with proactive monitoring and prompt action, we can significantly reduce the risk of diesel theft, safeguard site assets, and maintain smooth operational continuity.

Additional information may be available by reading through the recent article published in UK News [HERE](#).

The Power of “Hello”

Site Security - Safely Challenging Unauthorised Persons

This article shares provides guidance on how to safely challenge individuals who may not be authorised to be on site, using the “Power of Hello” approach. It outlines when to engage, when to disengage, and how to report concerns to Site Security/Control Room, with personal safety as the overriding priority.

🚧 To all Site Managers – please ensure this guidance is shared with all site personnel

📌 Please share the poster on your workplace notice boards – this can be found at the end of this document and on the UK News download page: www.cemexuknews.co.uk

The Power of Hello: Safety Comes First

The “Power of Hello” is a safety approach that encourages staff to greet unfamiliar individuals on site with a polite and professional hello. This method is based on the understanding that not all intruders enter with hostile intentions—some may simply be lost or unaware of site protocols. By offering a friendly greeting, you create an environment that is welcoming for genuine visitors while simultaneously serving as a subtle challenge for those with malicious intent, as individuals with hostile motives often prefer to avoid being noticed or engaged. This approach helps maintain a balance between positive customer relations and proactive site security.

Your safety is the priority

You are never expected to place yourself at risk. If a situation feels unsafe at any point, do not engage.



When to Challenge

When assessing the *Power of Hello* approach consider the following:

- The person(s) is not wearing visible site ID / appropriate PPE.
- The person's presence is out of the ordinary for the site – Remember, you know what 'normal' looks and feels like for your site.
- The person appears lost or otherwise furtive or suspicious.

Do Not Challenge If

- The person appears aggressive, intoxicated, or evasive.
- They are carrying a weapon or suspicious item.
- You are uncomfortable doing so.

If in doubt, disengage and report.

How to Use the Power of Hello

Position Safely

- Consult a colleague before engaging, consider taking a colleague with you.
- Keep a safe distance and do not block movement.
- Ensure a clear escape route.

Greet Politely

Use a calm, professional tone, for example:

- "Hello, can I help you?"
- "Good morning – are you visiting someone on site?"

Aim to remain friendly, confident, and non-confrontational.

Make a Simple Check

- "Do you have a site pass?"
- "Who are you here to see?"

Do not argue or demand explanations. If the individual does not cooperate, disengage and report.

Redirect or Disengage

If they are not authorised, advise: "For safety reasons, all visitors must report to reception."

If they refuse or walk away:

- Disengage immediately.
- Observe but do not follow.
- Report to security.

Never

- Physically intervene.
- Chase or block exits.
- Raise your voice or argue.
- Put yourself between the person and assets.

If the Situation Feels Unsafe

1. Disengage.
2. Move to a safe location.
3. Contact Site Security / Control Room / Police.

Key Points

- Be polite, not brave.
- 'Hello' is often enough.
- Assess, Observe, Disengage, Report.

Report all incidents, even if they appear to have been resolved. Your vigilance helps to keep everyone safe.

Rugby Cement Among Top 50 Long-Standing Suppliers



We're proud to share some fantastic news! Cemex UK's Rugby Cement has been recognised as one of the Top 50 Supplier Companies established for over 50 years, as announced in the March edition of Builders Merchants News (BMN), in partnership with the Builders Merchants Federation.

This recognition celebrates more than just longevity; it highlights Rugby's enduring role at the heart of the UK construction industry.

Since 1862, British builders have relied on Rugby Bagged Cement

products to tackle some of the toughest jobs. Now, over 150 years later, Rugby continues to stand as a trusted, market-leading brand under Cemex's stewardship. With nationwide distribution through builders' merchants and the support of dedicated technical teams, the brand remains a cornerstone for customers across the UK.

Rugby's legacy of supporting the "Builders of Britain" has evolved across generations, adapting to new construction methods, economic cycles and, more recently, the growing demand for sustainable solutions. Today, it is recognised as a true UK heritage brand made in Rugby and valued by builders nationwide.

Sustainability continues to be a key part of this journey. From the launch of Vertua®, Cemex UK's first net-zero CO₂ Concrete in 2020, to today's broader portfolio of lower carbon products, Rugby is helping customers meet their own environmental goals while supporting the industry's path to net zero.

Strong partnerships also remain central to Rugby's success. Collaborations with national merchants, buying groups and independent builders merchants, alongside key relationships with customers continue to strengthen our reach and impact across the sector.

This recognition is a testament to the resilience, innovation and commitment of everyone involved in the Rugby brand over the decades.

Members of the team will celebrate as they receive their award at a gala dinner at the Belfry Hotel in May.

Congratulations to all teams involved in this fantastic achievement!

Marine Builds Strategic Alignment with The Crown Estate

Cemex's Marine business recently met with The Crown Estate to continue building on their strong, strategic relationship.

The Crown Estate, which manages the seabed and approximately half of the foreshore around England, Wales and Northern Ireland, plays a vital role in enabling activity across offshore energy, marine Aggregates, and subsea infrastructure such as cables and pipelines. As such, its strategic direction has significant influence on the future of the marine industry.



Lex Russell, MD UK Materials, and Kurt Cowdery General Manager Marine & Rail Products, attended the meeting where discussion covered a broad exchange on strategy, vision and sustainability, highlighting the increasing importance of aligning long-term goals across the marine and construction materials sectors. With changes shaping the external landscape, both parties explored the current market context, including evolving policy and regulatory frameworks, as well as the international outlook. A key theme was the emergence of new trading platforms and how these may influence future marine aggregate supply and demand. There were also

discussions on the transition to future fuels, recognising the role innovation will play in decarbonising marine operations.

Several priority areas for collaboration were identified, including:

- Logistics decarbonisation, with a shared ambition to reduce emissions across transport and distribution.
- Development and adoption of lower carbon materials.
- Strengthening supply chain resilience in an increasingly complex and uncertain environment.
- Approaches to “de-risking supply”.

Lex commented: “For Cemex it is really important to have a strong strategic relationship with The Crown Estate. It’s about securing scarce sustainable aggregate resources, reducing our costs and plugging directly into some of the UK’s largest and most stable construction demand streams.”

Future in Action

One of 2026 World’s Most Ethical Companies

A message from José Antonio Cabrera, EMEA Regional President

I am proud to share that Cemex has been recognised by Ethisphere as one of the World’s Most Ethical Companies® 2026 for a second year in a row. This recognition reflects the consistency of our culture. At Cemex, integrity is not an aspiration, it is embedded in how we operate, make decisions, and deliver results.

We are one of the
**World’s Most Ethical
Companies® 2026!**

CEMEX

This recognition belongs to all of **US**.
Thank you for doing what’s right every day.

Here in our region, this recognition reinforces what we live by every day. At Cemex, Operational Excellence is not only about results, but about how those results are achieved. By continuing to speak up and **Do What’s Right**, we build trust, reduce risk, strengthen and sustain performance, and deliver stronger outcomes across our business.

This achievement belongs to all of us. It reflects the collective effort and collaboration across Ethics and Compliance, and every team that upholds our standards every day. I would like to recognise the continued commitment of our ETHOS Committees in strengthening our ETHOS Program.

I count on your commitment to adhering to our Code of Ethics and Business Conduct, completing the required training, and speaking up. Please continue to use [ETHOSline](#) to ask questions, seek guidance, or raise concerns. Thank you for your commitment and for reinforcing our values in every action and decision.

Head Office Fundraising for a New Defibrillator



A fantastic result to close out our Q1 Head Office charity fundraising, supporting their local OurJay Foundation.

Thanks to the incredible generosity of all our Head Office colleagues, and to Robert Low for organising the quarter's charity activities, we raised over £1,300. This was achieved through raffle ticket sales, cake baking and generous donations. The amount raised means we can now fund a brand new defibrillator to be installed at Rugby High School, helping to make a real, life-saving difference to the local community.

The OurJay Foundation does vital work raising awareness and funding accessible defibrillators, increasing survival chances by up to 70%. It's

fantastic to be able to support such an important cause. The OurJay team have given our colleagues important lifesaving skills to use CPR and defibrillators in the event of someone stopping breathing.

Do you know where your nearest defibrillator is?

Find your nearest defibrillator to your home, your work and your gym - you could help save a life - click [HERE](https://www.defibfinder.uk/)

The winners are:

Congratulations to all of our Head Office prize winners, and a big thank you to everyone who took part, supported, and helped make this happen. Here are our big raffle winners.

- 🏆 PS5 (kindly donated by the OurJay Foundation) – JOEL SRODON
- 🍫 Chocolates hamper - Hotel Chocolate Hamper – HELEN RONCH
- 🛏 Cartwright & Butler (Cosy Night In) – MARIANNE LEAHY
- 🏠 BONUS PRIZE! Choose A Home For Our Defib – ELLEN HUANG – Has chosen Rugby High School

Davide Zampini Speaks at Envirotech



Davide Zampini recently presented at the **EnviroTech Conference and Exhibition** in London – here is his LinkedIn summary from the event:

“What if CO₂ is not only something we reduce, but something we can use? That's exactly what we explored at [EnviroTech Conference and Exhibition](#) London 2026 last week - a simple but important shift in perspective.

At Cemex Global R&D, we are working on converting CO₂ directly from Cement kiln flue gases into carbon nano-materials - turning an emission into a valuable material stream.

What this project has shown us is clear: CO₂ is not just a challenge, it is a resource.

Taken directly from flue gases, we can convert it into carbon black, graphene, carbon nano-fibres and carbon nanotubes - with conversion efficiencies reaching up to 90%.

What started as a laboratory idea is now operating at industrial pilot scale - a **WORLD FIRST** at this level, enabled by a novel process and a novel catalyst. Even more interesting, the process can be tuned - allowing us to control the type and properties of the nano-materials produced.

For me, this reflects a broader shift - from managing carbon to engineering it into value, creating new and economically attractive pathways to reduce, and potentially eliminate, emissions from clinker production.”

PSA Testing– Places Still Available at Northfleet



Cemex UK's Wellbeing Strategy Group has recently launched a new PSA (Prostate Specific Antigen) testing programme to support early detection of potential prostate health issues for male colleagues aged 40+. A PSA test is a simple blood test that can help identify prostate concerns early, often before symptoms appear.

The Northfleet session on 22nd April (10am to 2pm) still has places remaining. If you are interested in booking a place, use this link <https://cemex.mypsatests.org.uk> or scan the QR code. Use the passcode **CEM26**.

That's a Wrap on the Roadshows

After several weeks of touring many sites across the UK, Lex Russell's UK Materials Roadshows have now come to an end.

Week 1 kicked off during unusually mild weather in the UK's Northwest, with sessions overlooking Haydock Park Racecourse. We then moved on to Sheffield Readymix and Asphalt Plant, Dove Holes and then ended the week at Binley Head Office. Week 2 continued in Southampton, London and Luton and Week 3 ended with the Midlands and Northfleet.

At each Roadshow Lex took colleagues through our 2025 Health & Safety performance and 2026 priorities, including a look at our Wellbeing campaigns and spent some time sharing details of our new PSA Testing campaign for 2026. He shared details about our new financial metrics, the results of the 2025 Employee Engagement Survey and some shocking statistics outlining the state of the UK Construction market in 2025. Lex then shared the Materials business's 2025 financial results, followed by a quick look at the 2026 budget, finishing with his priorities for the Materials business for 2026. At each Roadshow, members of Lex's Senior team shared some great examples of Operational Excellence from across their local regions. As well as plenty of football chat at every Roadshow, Lex welcomed the opportunity to answer questions about the new wider business, about his priorities for 2026 and about our wellbeing initiatives and how recent changes.



For the first time the Roadshows brought together colleagues from Readymix, Aggregates, Asphalt and Building Products. The vibe was positive at all locations, with colleagues keen to share how our new Materials business is making it easier for them to work together as One Cemex, how much happier our customers are with our services, and how grateful they are to Cemex UK for supporting the PSA Testing campaign.

Commenting on the Roadshows Lex said: "Thank you to everyone who attended and supported this year's Roadshows. For me, it is really important to communicate and discuss our priorities and areas of focus as we move into 2026. Keeping everyone safe and well is a constant, but we also need to remain dynamic as a business to adapt to the changing environment in which we operate. Having travelled across our many operations, I feel very confident that we have strong teams with the competence and commitment necessary to face the challenges ahead and seize the opportunities that lie before us."

Strong Progress and High Ambitions for Cemex UK

We recently welcomed José Antonio Cabrera, EMEA Regional President, and members of his EMEA Leadership team to our Binley Head Office, for a productive few days of collaboration and review.

During the visit, the team reflected on our year-to-date performance across the region and assessed progress against our key commitments. There was also valuable time spent with our UK leadership team, focusing on how we are addressing performance gaps and sharing best practices across the business.



Our UK business often sets global benchmarks in terms of safety but the team also set the bar high when it comes to ££ value creation. This is recognised with consistently positive levels of investment in the parts of the operation that drive value.

Commenting on the sessions, Graham Russell, VP EMEA Materials, said: “We have an excellent team and many strong assets in the UK - and so we, rightly, have high ambitions for Cemex UK.”

Watch Back - Operational Excellence Global Webinar



Learn how our core financial metrics drive Operational Excellence and enable long-term value creation.

This session explored Operational Excellence, emphasising how essential financial metrics link everyday actions to shareholder value. We highlighted the importance of every team member's contribution to achieving this success.

Watch it back [HERE](#)

The session featured insights from our key speakers and subject-matter experts: Alberto de Armas, VP Organisation and Human Resources, Maher Al-Haffar, EVP Finance & Administration, and José Antonio González, EVP of Strategic Planning and Business Development.

To further strengthen your understanding, be sure to enrol in the [Foundations of Value Creation](#) course. This program offers a deeper dive into the financial metrics and practices discussed during the webinar, equipping you with tools to drive value across our global organisation.

There were many questions asked during the session. Detailed answers will be shared shortly.

As part of One Cemex, let's continue to lead by example and embrace an owner's mindset in everything we do, ensuring excellence at every level and in every region.

Dan Mann Takes the Lead at Rugby's Local Business Forum!

Cemex is strengthening its engagement with the local business community as Corporate Affairs Manager, Dan Mann, has been appointed Chair of the Rugby Local Business Forum, part of the Coventry and Warwickshire Chamber of Commerce.

Dan has represented Cemex at the Forum for several years and his appointment reflects both his strong involvement in regional business issues and Cemex's long-standing commitment to Rugby. The Forum brings together companies from across the borough three times a year to discuss local business challenges and opportunities, and to engage directly with key regional stakeholders including Rugby MP John Slinger, local authorities and business leaders.



Speaking about his new role, Dan said: "It's a privilege to take on the Chair of the Rugby Local Business Forum. I've seen first-hand how important the Chamber's work is for Rugby and the wider region, particularly as we look ahead to the launch of the Chamber's new manifesto this spring. Strengthening the dialogue between local businesses, our MP, and local authorities is essential to unlocking growth and supporting a thriving local economy."

Dan also highlighted the strong connection between Cemex and the region: "With our incredible industrial heritage, and our significant employment, Rugby has always stood out as a globally significant location for the business. Even with our global reach, the excellence associated with Rugby is regularly recognised. Cemex is genuinely committed to Rugby and Warwickshire, both through our operations and through the role we play in the local community and economy. I'm looking forward to representing the business and supporting the success of companies across the region."

Corin Crane, Chief Executive of Coventry and Warwickshire Chamber of Commerce, said: "As a regional Chamber, we ensure that the voice of business is heard at a local and national level. Our Local Business Forums are vital to that, and we are thrilled that Dan has come on board as Chair in Rugby. He has a great understanding of how businesses can interact with Government, at all levels, to ensure the local area benefits. And having a name such as Cemex playing its part at a local level shows the vital role the Chamber has in bringing together firms of all sizes and sectors to overcome the issues that matter."

Rugby MP John Slinger said: "Many congratulations to Dan who I know will do a great job. Hearing from businesses in the town and borough is crucial for me and the Chamber provides a really good platform for that." Dan's new role underscores Cemex's leadership position in Rugby and deepens the company's influence in shaping the future of the local business landscape.

Brain Running a Million Tabs?

When your brain's juggling work, life and everything in between, even ticking off one small thing can feel surprisingly good.

If it feels like your brain has twenty tabs open, you're not alone. Maybe today's a good day to start closing a few.

Check your energy, change your view, or hit reset - pick what works:

"I should probably check that..."

Get insights into why you're feeling sluggish, bloated or not quite right:

YorkTest - 40% off RRP

Just a thought.

Little wins, big relief.



"I could really do with switching off..."

Enjoy a proper reset.

[Spabreaks.com](#) - 10% until 22 Mar

"A different view might help...."

Your laptop works anywhere with Wi-Fi.

[Airbnb](#) - 4%

"I'll get round to that..."

The shelf. The paint. The garden corner.

[B&Q](#) - 4.5%

Your Feedback Supports GSC Service Improvements

After the closure of your GSC request you will be invited to 'rate your experience', with a link to a short survey. Taking a minute to complete this short feedback survey really does make a difference, helping to improve the quality of the service we all receive.

At the moment the UK response rate is very low which means the GSC is missing valuable feedback that helps them understand what's working well and where improvements are needed.

Following your next GSC request closure, please complete the survey and share your feedback. It only takes a minute and will support service improvements. Thank you.



NEW Sundry Invoice / Collection Processes



A new, streamlined Sundry invoice request process for the UK, as well as a new automated Sundry debtor collection process, is being introduced to reduce manual errors, improve compliance, and align with EMEA standards.

This update affects anyone who may need to raise a Sundry entry (e.g. non-operational sales, non-credit sales, asset sales, internal/external recharges, or non-standard transactions etc).

Key Changes:

- New Web Form: As the tool to request Sundry invoices which automatically sends notifications to relevant departments (e.g., IBM Sundry, asset management, credit team).

Please save access to this: [SSF Request Form - Power Apps](#)

- Centralised Handling: Sundry invoice requests will now be managed through Order to Cash (O2C), replacing the previous R2R-led approach. IBM will continue the service for UK requests.
- Credit Check: Requests will be directed to credit team for credit checks.
- Tracking: A Sundry Request Tracker will monitor all submissions, reducing risk of lost or unprocessed requests.
- Collection process automation: Reminders of outstanding debt will be sent to Invoice requestors in regular intervals. Referrals will be sent to Line Managers if no information or payment received.

Your responsibility:

- From Monday 16th of March 2026: All Sundry requests must be submitted via the new web form: [SSF Request Form - Power Apps](#)

- Collection of outstanding debt: As the requestor, you remain responsible for recovering the outstanding debt; however, our Collections team will support you throughout the process via ICE automation. Please update them with your comments via links sent to you on emails or in the Sundry Request App.
- As a Line Manager of a requestor: you might be asked to provide approval to allow additional time for payment.
- Provide feedback: As this project is done internally, we can act on your feedback quickly. Please use the feedback button on the Request form.

Support:

- For questions relating invoice creation, contact GB-IBM-Sundry GB-IBM-Sundry@cemex.com
- For technical or collection related queries, contact GB Sundry Debtor Collections GB-Sundrycollections@cemex.com
- Or refer to the [Sundry Invoice Request and collection process guide](#). Please note this guide is often updated as we continue enhancing our project.

Thank you in advance for supporting this improved process. Your feedback will help us refine and enhance the tool as we go.

Do You Need Support?

Did you know that Cemex offers all employees a free, confidential employee assistance programme called Lifestyle Support?

You can find a guide all about How Care first can support you in the UK News website: [here](#)

Lifestyle Support is easy to access, available 24/7 and can provide help and support with a wide range of issues or concerns such as family matters, debt, relationships, bereavement, depression and anxiety.

It is run by a separate provider and not part of Cemex; we don't receive any employee specific information from them.

Contact the Employee Assistance Line (Lifestyle Support) for confidential advice and support – call 0808 168 2143 or visit www.lifestyle-support.co.uk (Username: cemex Password: cemex).

Do you need support? Care first

Cemex offers all employees a free, confidential employee assistance programme (EAP) called Lifestyle Support, operated by Care first.

Lifestyle Support is easy to access, available 24/7 and can provide help and support with a wide range of issues or concerns such as family matters, debt, relationships, bereavement, depression and anxiety. It is run by a separate provider and not part of Cemex - we don't receive any employee specific information from them.



Call 0808 168 2143
Visit www.lifestyle-support.co.uk
Username: cemex
Password: cemex



Internal Vacancies

IVC Ref	Position	Company	Location	Closing date
38-03-2006	Mobile Plant Operator/ Maintainer	Cement Operations	Rugby Cement Plant	26/03/2026
39-03-2026	Sales Representative (Internal)	Asphalt	Lincoln	27/03/2026
40-03-2026	Aggregates Sales Manager	Aggregates	Southern	27/03/2026
41-03-2026	Reliability Technician	Cement Operations	Rugby Cement Plant	30/03/2026
42-03-2026	Warehouse Technician	Procurement	Rugby Cement Plant	30/03/2026

43-03-2026	Multi Skilled Operative	Materials - Asphalt	Lincoln	30/03/2026
44-03-2026	Inbound Coordinator	Cement Operations	Rugby Cement Plant	24/03/2026
45-03-2026	Area Sales Manager	Materials – Building Products	Northfleet	07/04/2026
46-03-2026	Asphalt Plant Manager	Materials - Asphalt	Lincoln	07/04/2026

We would love to hear from you for the next edition

To send us a story: either click on 'submit a story' on the UK News website or email gb-communicationsandpublicaffairs@cemex.com

If you can, please include a photo too, Thank you.

SAFETY ALERT

HIPO – Local switch of auxiliary drive of raw mill 4



Hierarchy
of Control

E Eliminate
R Reduce
I Isolate
C Control
P Protect



Isolation Procedures
Never work on live or
moving machinery –
always 'lock out'.



STOP THINK ACT

Details of the incident

In preparation for maintenance works, the auxiliary drive of raw mill 4 needed to be isolated by LoToTo (by CX-personnel).

During a VFL, it was noticed that the local switch was secured with a padlock, but the switch was still in the ON-position. This means that there was no all-pole disconnection from the electrical mains, which could have made a start-up of the auxiliary drive possible during the repair activities.



Key Findings

- The local switch can be 'secured' with a padlock in both, in the ON- and OFF-positions.
- Incorrect execution of the demanded try-out test.

How could they have been avoided?

- Observe the position of the main switch precisely, when attaching the padlock.
- Correct execution of the try-out test.
- Use of main switches that can only be secured in the OFF-position ("Poka-Yoke"-principle).

Key review points

- Ensure that the main switch is in the O-position (OFF, "09:00") before attaching the padlock.
- Name and signature on "permit to work" by CX-person securing the facility.
- Assess number and costs of safer local switches, which can only be secured in OFF-position.

Local switch – ON-position



Local switch – OFF-position



Fatal 2 - Mobile Plant - Life changing injuries in telehandler incident – MPConnect Alert

WHAT HAPPENED

A 21-year-old employee suffered life-changing injuries at a waste and recycling company yard after being crushed against a brick wall by a reversing telehandler. He was hand-sorting waste alongside other workers when the telehandler reversed into him. He sustained **multiple fractures, internal organ injuries, nerve damage, partial hearing loss, and permanent sight loss in one eye.**

KEY FINDINGS

Key findings from the HSE investigation:

- **No suitable and sufficient risk assessment** had been completed for vehicle–pedestrian interactions within the yard.
- **No segregation** between pedestrians and mobile equipment; workers routinely operated on foot in the same areas as vehicles.
- The telehandler had **missing reversing mirrors**, significantly compromising rear visibility.
- The company failed to implement **physical protection or designated pedestrian routes**, placing employees at consistent risk.

The company was fined for breaching the **Health and Safety at Work etc.**



LEARNING POINTS / ACTIONS TAKEN

HOW COULD THIS HAVE BEEN AVOIDED

- **Effective Traffic Management Plans**, segregate pedestrians and vehicles, and enforce one-way systems and designated equipment operating zones. Apply temporary exclusion zones with barriers when work activities require pedestrian access.
- **Operate documented maintenance schemes**, including **daily pre-use checks**. Rectify defects promptly, especially those affecting visibility.
- **Fit visibility aids where identified by risk assessment**, such as mirrors, cameras, sensors, reversing alarms.
- Ensure all operators are **trained, competent and authorised** and provide periodic refresher training.
- Consider mandating **high-visibility trousers and tops**, not just vests.
- Risk assess all tasks involving **vehicle and pedestrian interaction**.
- **Establish safe zones** where workers can stand when vehicles are moving.

KEY REVIEW POINTS:

- Review **traffic plans**, ensuring physical segregation where feasible.
- Verify **all mobile equipment has the required visibility aids** and that defects are rectified immediately.
- Reinforce **operator competence** and authorisation procedures.
- Mandate **high-visibility PPE**
- Require **pre task risk assessments** for activities in operational yards.
- Audit compliance regularly, including **daily equipment prestart checks** and pedestrian route adherence.

For more details, refer to the HSE Press Release:: [Recycling company fined after employee suffers life-changing injuries in telehandler incident – HSE Media Centre](#)

LOCATION:	RECYCLING PLANT	ALERT STATUS:	Normal
ACTIVITY:	MOBILE PLANT OPERATION AND MAINTENANCE	DATE ISSUED:	17/03/2026 20:16:46
SUB ACTIVITY:	NO SUB ACTIVITY AVAILABLE	INCIDENT No:	04968

Safely Challenging Unauthorised Persons

The Power of Hello: Can I Help You? Who Are You Here to See?

Remember: Your Safety Is The Priority



ASSESS



- ✓ No ID or PPE
- ✓ Out of Place or Lost
- ✓ Suspicious Behaviour

ENGAGE



- ✓ Greet Politely
- ✓ Maintain Distance
- ✓ Advise a Colleague

DISENGAGE



- ✓ If Unsafe, Step Away
- ✓ Clear Escape Route
- ✓ Do Not Confront

REPORT



- ✓ Contact Security
- ✓ Control Room / Police
- ✓ Report All Incidents

✓ Be Polite, Not Brave / ✓ Saying "Hello" can be enough

✓ Assess • Observe • Disengage • Report

✓ Stay Safe, Stay Secure, Stay Away