Cargill’s Safety Practices in Plantations

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Outline

• How does it fit and why does it matter?
• Key components of health and safety program
• Summary
Safety is one of Cargill’s Core Values

Our purpose is to be the global leader in nourishing people

Our mission is to create distinctive value

Our approach is to be trustworthy, creative and enterprising

Our performance measures are: engaged employees, satisfied customers, enriched communities, and profitable growth

Environmental Performance Goals & Requirements

Health and Safety Performance Goals & Requirements

Employment Practices

Corporate Social Responsibility

Partner in the Community

Responsible Corporate Citizen

Long term value creation; Sustainability

Components of Health & Safety Program: Key Processes

Mindset & Culture

Knowledge & “Tools”

Commitment & Value

Behavior Based Safety

Occupational Health
Operational Safety Case
Management Fleet Safety

Management System

Compliance Verification Process: Audits
Management System

- Visible safety leadership
- Employee Involvement
- Measurement system

**EHS BALANCED SCORECARD**

<table>
<thead>
<tr>
<th>LAGGING KPIs</th>
<th>LEADING KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Index</td>
<td>Tracking Table Corrective Action Closure %</td>
</tr>
<tr>
<td># of Reportable Injuries</td>
<td>Safety Training Attendance %</td>
</tr>
<tr>
<td># of Quality Nearmisses Reported</td>
<td>BBS Index</td>
</tr>
<tr>
<td>EHS Global Audit Score %</td>
<td>Monthly General Conditions Score %</td>
</tr>
<tr>
<td>No major NC on RSPO/ISCC Audits</td>
<td></td>
</tr>
</tbody>
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**Universal Measurement System?**

\[
SI = \frac{RIFR + DFR + SR}{7.5 + 1 + 5}
\]

- **RIFR** = Reportable Injury Frequency Rate
- **DFR** = Disabling Frequency Rate (# Lost Time Incident Rate)
- **SR** = Severity Rate (# Lost Days Rate)

\[
RIFR = \frac{\# \text{ of Reportable Injury} \times 200,000}{\text{Actual manhours worked}}
\]
Occupational Health

- Chemical Hazard and Exposure Assessment Programs
- Medical Fitness & Surveillance

Demin Plant at Mill

Operational Safety

- What are the key elements?
- Integrate with daily operations

Morning Muster

Harvesting activity follows prescribed and defined safe work procedures
Operational Safety

- Focus on Key Risks
- Training and Comprehension Verification
- Planned Inspections

Case Management

- Emergency action plan (EAP) and medical evacuation
- Incident Investigation and Reporting

Lockout and Tagout

Working at Heights
Elevated Work Definition: > 1.24m

Serious Injury or Fatality

21% of injuries have SIF potential*

*Cargill’s research with 6 other multinational organizations
Fleet Safety

Driver Management System

Vehicle Management System

Journey Management System

Behavior Based Safety

Milling: DuPont® BBS System

Estate: A supervisor performing an observation on a harvester performing his daily task
Summary

• Management system that works
• Emphasis on employee participation and training
• Programs must be operationally integrated, not as add-ons. Focus on Potentially Hazardous Activities.
• No silver bullet to achieve zero injury and fatality: balanced approach of leading and lagging safety elements

Begins and ends with the Right Safety Leadership