



LDC SHE Principles

1. People are the most important success factor of our health and safety program
2. Management is responsible for all safety programs
3. All employees should be adequately trained to work safely
4. All employees are responsible for working safely and following the rules
5. All injuries and incidents can be prevented
6. All operating risks can be controlled
7. All deficiencies must be corrected promptly
8. Safety is a condition of employment



LDC SHE Principles

1. People are the most important success factor of our health and safety program

At LDC, the one essential ingredient in the recipe for a safe workplace is our people. Intelligent, trained, and motivated employees are the company's greatest resource and most important asset.

Our success in achieving a safe work environment depends upon each individual person working in our sites including our contractors, following procedures, participating actively in training, and proactively identifying and alerting management to potential hazards.

By demonstrating a real concern for the safety of each and every employee working with or around us, we establish a mutual respect that is the only viable foundation for a solid safety program and culture.

2. Management is responsible for all safety programs

Management includes all levels of leadership – from the Chief Executive Officer to the first-line supervisor.

Managers are responsible for preventing injuries and incidents, because safety and health are a line-management responsibility.

As a result of this principle, SHE is a major measure of management performance, and prospects for promotion will depend on managers' ability to carry out their responsibilities with regards to safety, health and the environment.

3. All employees should be adequately trained to work safely

Employees must be trained to work safely. Training provides skills and knowledge, which is the foundation for preventing injuries and incidents.



An effective training program requires that the hazard and risks inherent to our activities are understood, and safety controls, procedures and rules be established for all jobs and tasks.

Each activity must be covered by a risk control strategy, consisting of physical controls, procedures and training, with safety performance standards used to measure effectiveness.

4. All employees are responsible for working safely and following the rules

Managers are responsible for ensuring that workers in their area perform every task and duty safely, and in accordance with all relevant operating rules, procedures and practices.

Employees are responsible for learning about and understanding the risks they are exposed to, and for following all relevant safety controls/procedures when performing their duties.

Employees are free to refuse to perform a given task when no safe operating control is evident or procedure has been developed, nor a risk assessment performed, indicating that the residual risk is acceptable.

5. All injuries and incidents can be prevented

We believe that prevention of all injuries and incidents is a realistic goal and not just a theoretical objective. Many of our assets have achieved this objective (which also includes contractors) for a period of time and, based on this, we believe that it is achievable for extended periods.

The key word in this principle is “all”. Believing in this principle drives a commitment to proactively determine and eliminate the root cause of any safety hazard, so that all incidents and accidents can be prevented.

This is the fundamental principle of our collective “Committed to Zero” philosophy.



6. All operating risks can be controlled

This principle is a corollary to the principle that all injuries are preventable.

It holds that any and all operating risks that may result in injuries or incidents can be controlled, and effective safeguards can be put in place.

Eliminating sources of danger is the first priority. Where this is not reasonable or practical due to risks that are inherent to our operations, management must ensure that risks are mitigated as far as practicable. Special instructions and training, safety devices, and adequate personal protective equipment (PPE) must be provided to ensure the work can be performed safely.

Contractors request a specific attention. They are exposed to risk linked to their own activities with interfaces with ours

7. All deficiencies must be corrected promptly

Deficiencies revealed through inspections and audits must be corrected swiftly. Prompt action in rectifying deficiencies will decrease the risk of injuries, and is in line with management's commitment to preventing all injuries.

Correction may take the form of facility modification, procedure changes, training or constructive discipline.

Whatever action is implemented as part of the corrective process, follow-up audits must be made to verify effectiveness.

8. Safety is a condition of employment

Conscious acceptance of responsibility for working safely is required for all LDC employees, from their first day of employment.

Managers must encourage this understanding by prioritizing safety as equal in importance to productivity, quality and cost effectiveness.



LDC Safety Principles – Supporting information regarding behavioral expectations

Principles	Plant manager	Manager	ALL LDC employees/contractors/visitors
1 – People are the most important success factor of our health and safety program	Plant Managers must set the tone for a proactive safety culture. They must put employees as the center of our SHE program, creating the foundation for a safety culture by promoting a healthy environment, recognizing successes and proactive behaviors, and taking disciplinary actions in response to unsafe behaviors.	Managers must communicate on a regular basis that SHE performance improvement depends upon people not taking risks in their day-to-day work, consistently following procedures, participating actively in training, and identifying and alerting management to potential hazards. By demonstrating every day a real concern for each employee, a mutual respect is established and the foundation is laid for a solid safety program.	Employees must understand their duties, the hazards and risks associated with those duties, and their role as the final risk control barrier, in order to take the right decisions, comply with LDC Safety Principles, and manage risk proactively in their area.
2 – Management is responsible for all safety programs	Plant Managers are responsible for implementing and executing all safety programs, and for ensuring their effectiveness.	Managers must ensure that all programs are consistently implemented, executed and periodically checked, in order to continuously improve performance.	Workers must adhere to and actively participate in the execution of safety programs, and provide feedback to help improve effectiveness.
3 – All employees should be adequately trained to work safely	Plant Managers are accountable for providing proper resources to train their teams, to ensure that they are able to perform their duties and tasks safely.	Managers should identify the need for safety training in their team, ask for the corresponding resources, and verify the completion and effectiveness of training provided.	Workers must participate in all scheduled training, in order to acquire the proper skills and abilities to perform their duties safely. Workers' responsibilities include being actively engaged during training, learning and implementing knowledge provided during training.
4 – All employees are responsible for working safely and following the rules	Plant managers are accountable for creating a local safety management team, and a work environment where success is recognized and safety policies, procedures and rules are enforced.	Managers are responsible for ensuring that workers in their area of competence perform every task and duty according to company policies and procedures, and local safe operating procedures and practices.	<p>Employees are responsible for learning about and understanding the risks that they are exposed to, and following safety controls / procedures when performing their duties</p> <p>Employees are free not to accept to perform certain tasks, when no safe operating procedure have been developed, nor risk assessments performed to prove that residual risk is acceptable.</p>
5 - All injuries and incidents can be prevented	Plant managers shall take a lead on this principle, treating it as a value, and driving the actions needed to proactively prevent any incidents.	Managers shall lead by example, engaging themselves, peers and employees proactively to prevent any incidents, and driving risk elimination and/or mitigation.	<p>Employees must be personally committed to preventing injuries and incidents by:</p> <ul style="list-style-type: none"> - understanding the risks that they are exposed to, and the actions necessary to eliminate, reduce or control them



- planning their tasks, always using proper and full PPE, choosing the right tool for each task, strictly following procedures, avoiding exposing themselves and others to risk (as a result of either unsafe behaviors or conditions)

6 - All operating risks can be controlled

Plant managers are accountable for providing all tools available for risk identification and, once identified, manage risks by driving them to an acceptable level.

Managers shall actively support and participate in the identification of hazards and risk exposures in our operations.

For each hazard and risk identified, Managers should always ensure that prevention measures to reduce the risk to an acceptable level are defined and understood by their team.

Employees shall participate in risk identification processes and consistently apply risk controls identified to manage the exposure.

For each hazard and risk identified, employees should always be aware of the controls defined prior to starting work, or refer to their manager.

7 - All deficiencies must be corrected promptly

Plant Managers are accountable for providing proper resources for the correction of any deficiency detected through audits, inspections, risk assessments or other means. Corrections must be prioritized by risk.

Plant Managers are also responsible for following-up on corrective and preventive actions until these are closed, and verified to be effective.

Managers are responsible for setting work plans, routines and activities and resources for correcting any deficiency detected through audits, inspections, risk assessment or other means.

Corrections may take the form of facility modification, procedure changes, training and communication, or disciplinary action.

Workers must actively take part in activities aimed to detect and promptly correct any deficiency identified.

If risks cannot be corrected promptly, employees must not put themselves or coworkers at risk and should report the unsafe conditions to management prior to conducting work.

8 - Safety is a condition of employment

Plant Managers must check during the hire and promotion process that candidates have a proactive safety mind set.

Plant Managers must also remind their team daily that safety is a condition for employment.

In case of willful and deliberate violation of known and established work practices, plant managers must establish and consistently apply a disciplinary action plan.

Managers must remind their team daily that safety is a condition for employment, and proactively and regularly check that employees are performing their duties safely and in compliance with company policies and procedures.

All employees must be aware of and use their right to refuse any work that could jeopardize their personal safety or the safety of a coworker.

Employees must not take risks or put coworkers at risk. If an employee sees a coworker doing something that is unsafe and is not comfortable addressing it with their coworker, they should bring it to the attention of their supervisor immediately.