

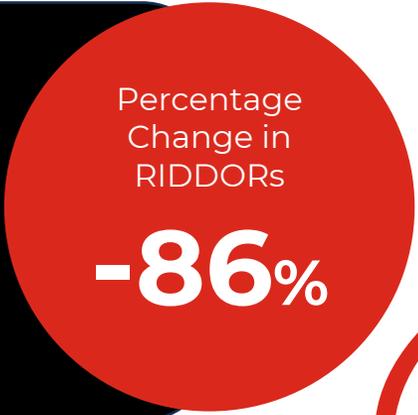
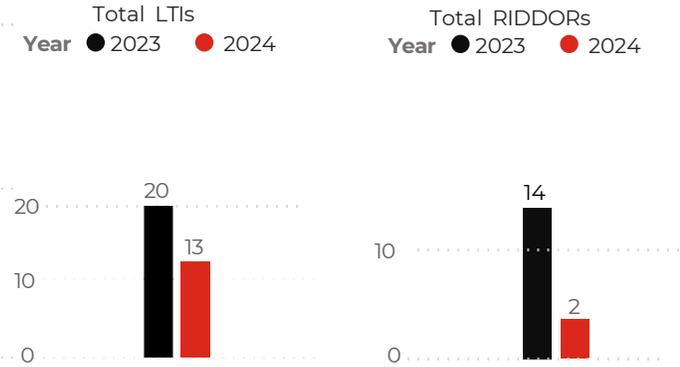
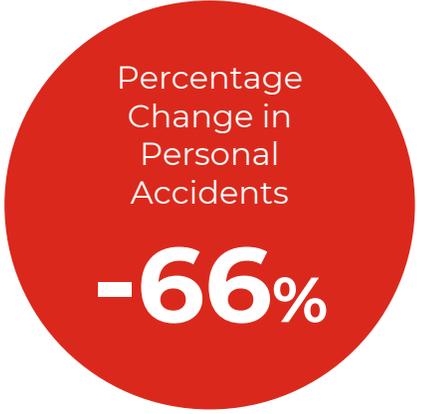
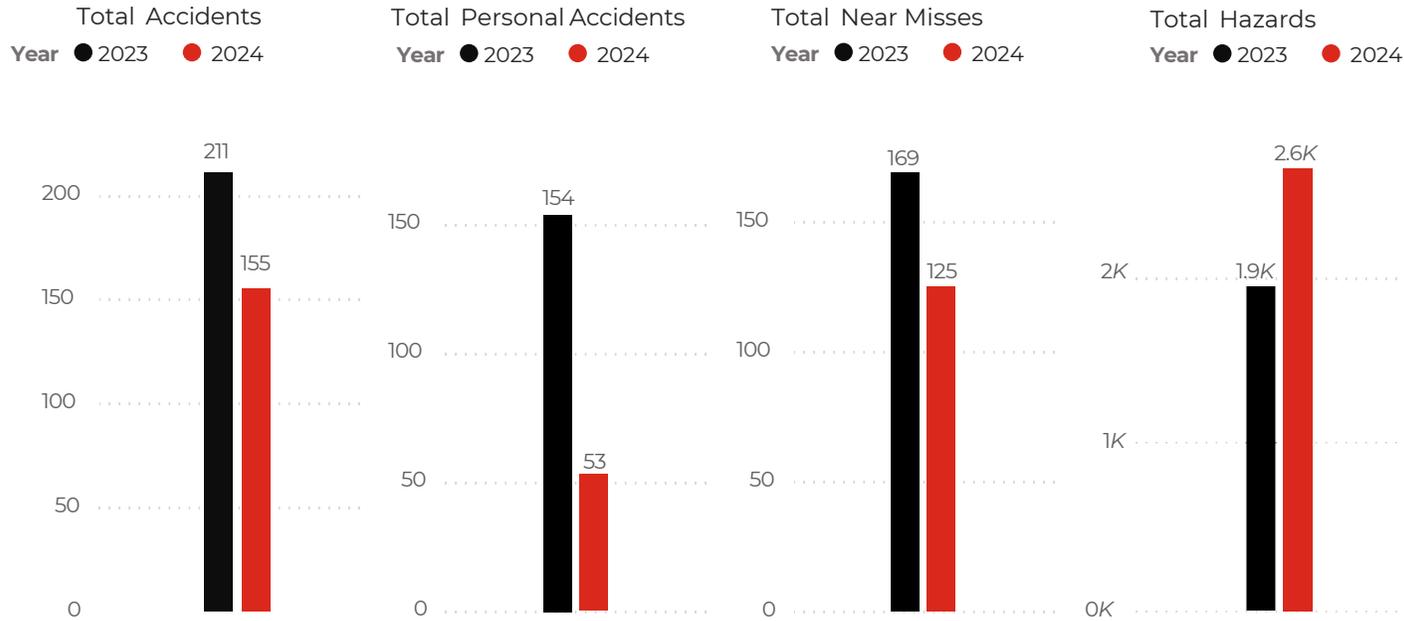
SHEQ

Board Report 2024

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ALL SITES SUMMARY



Executive Summary:

Over the past 12 months, increased engagement between the senior management, SHEQ team, operational managers, and shop floor colleagues has strengthened the safety culture across all sites. This has led to more safety discussions and increased hazard reporting, reflecting a proactive approach to risk management.

These efforts have directly contributed to fewer accidents, including reductions in personal accidents, LTIs, and RIDDOR incidents. This progress highlights the collective commitment to fostering a safer workplace through consistent communication and engagement.

ALL SITES SUMMARY

SHEQ Performance Analysis (All Sites)

Over the past 12 months, we have seen significant improvements across all key safety metrics, reflecting the success of proactive risk management and increased engagement in workplace safety initiatives.

Total Accidents

- ✓ Reduced by 26.5% – From 211 (2023) to 155 (2024)
- ✓ A significant reduction in recorded accidents, driven by improved safety measures, hazard control strategies, and proactive risk identification.

Total Personal Accidents

- ✓ Reduced by 65.6% – From 154 (2023) to 53 (2024)
- ✓ This highlights a strong focus on personal safety awareness, accident prevention initiatives, and improved hazard reporting processes.

Total Near Misses

- ✓ Reduced by 26% – From 169 (2023) to 125 (2024)
- ✓ Indicates enhanced risk mitigation efforts and better hazard intervention strategies, preventing potential incidents before they occur.

Total Hazards Reported

- ✓ Increased by 36.7% – From 1,921 (2023) to 2,626 (2024)
- ✓ The rise in reported hazards suggests greater awareness and proactive identification of potential risks, reinforcing a cultural shift towards prevention rather than reaction.

Total LTIs (Lost Time Injuries)

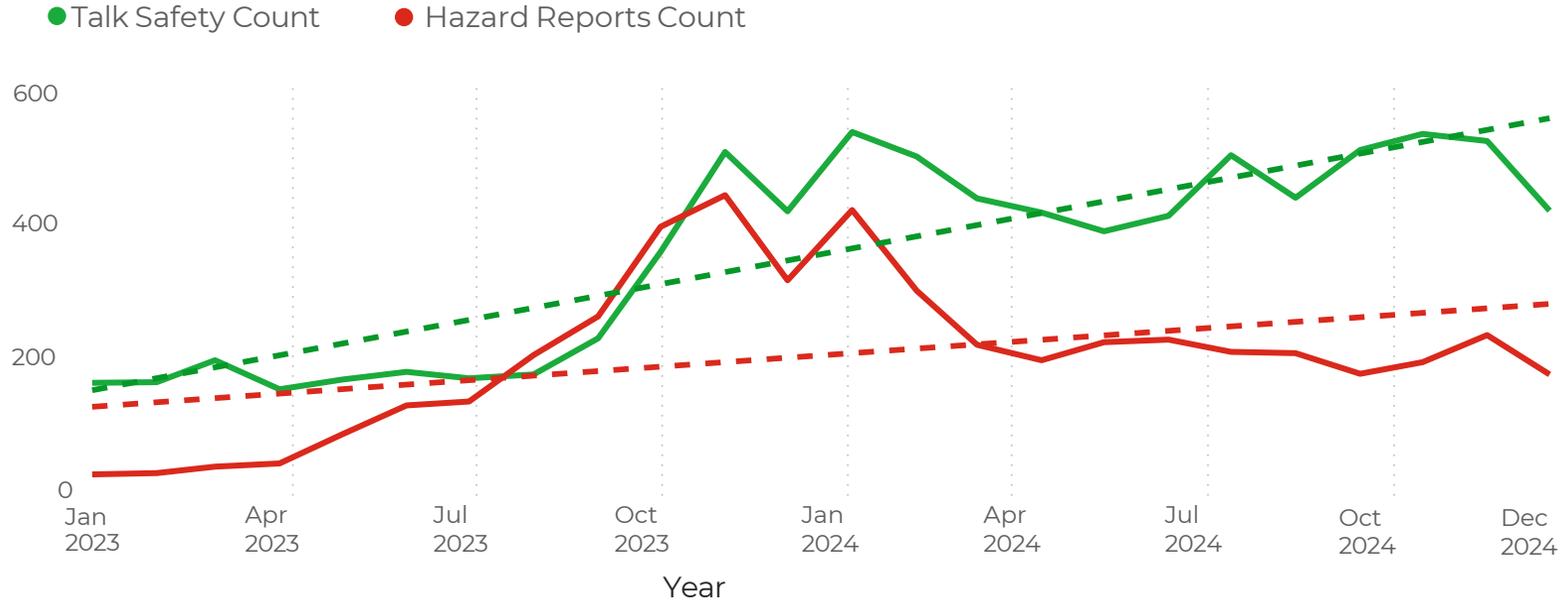
- ✓ Reduced by 35% – From 20 (2023) to 13 (2024)
- ✓ A continued decrease in serious workplace injuries, demonstrating the effectiveness of intervention strategies, improved risk assessments, and strengthened compliance with safety procedures.

Total RIDDOR Incidents

- ✓ Dropped by 86% – From 14 (2023) to 2 (2024)
- ✓ A remarkable reduction, demonstrating strong compliance, improved incident reporting, and effective implementation of control measures to prevent recurrence.

SAFETY INITIATIVES (ALL SITES)

Talk Safety and Hazard Reports 2023 and 2024



Total	Safety Conversations	Hazards Reported
2023	2728	1921
2024	5577	2626

Safety Initiatives & Impact

SHEQ Team: Driving Engagement & Training – Increased Safety Conversations & Reporting

- 104.4% increase in Safety Conversations (from 2,728 in 2023 to 5,577 in 2024), showing a significant improvement in workforce engagement.
- Assure system training has made reporting easier and faster, encouraging more real-time safety conversations.
- Improved safety culture through regular Safety Talks and targeted risk-based training, leading to more proactive reporting of hazards and unsafe behaviours.

SAFETY INITIATIVES (ALL SITES)

Senior SHEQ Management: Leadership & Compliance – Reduction in RIDDOR Incidents & Increased Safety Tours

- RIDDOR incidents dropped by 86% from 14 in 2023 to just 2 in 2024, demonstrating the success of improved oversight and compliance.
- More frequent and structured audits have ensured corrective actions are implemented faster, reducing the likelihood of repeat incidents.
- Increased engagement with Site General Managers through Monthly Incident Reports, ensuring greater accountability and proactive risk management.

Graph Insights: Talk Safety Count & Hazard Reports Trends Talk Safety Count (Green Line) – Increased & Sustained Engagement

- Upward trend throughout 2023 and 2024, peaking early 2024, reflecting the impact of structured safety conversations and reporting culture.
- Some fluctuations but generally maintaining a higher baseline, indicating sustained engagement in safety discussions, with a focus throughout 2024 on quality over quantity.

Hazard Reports Count (Red Line) – Strong Increase in Early 2024

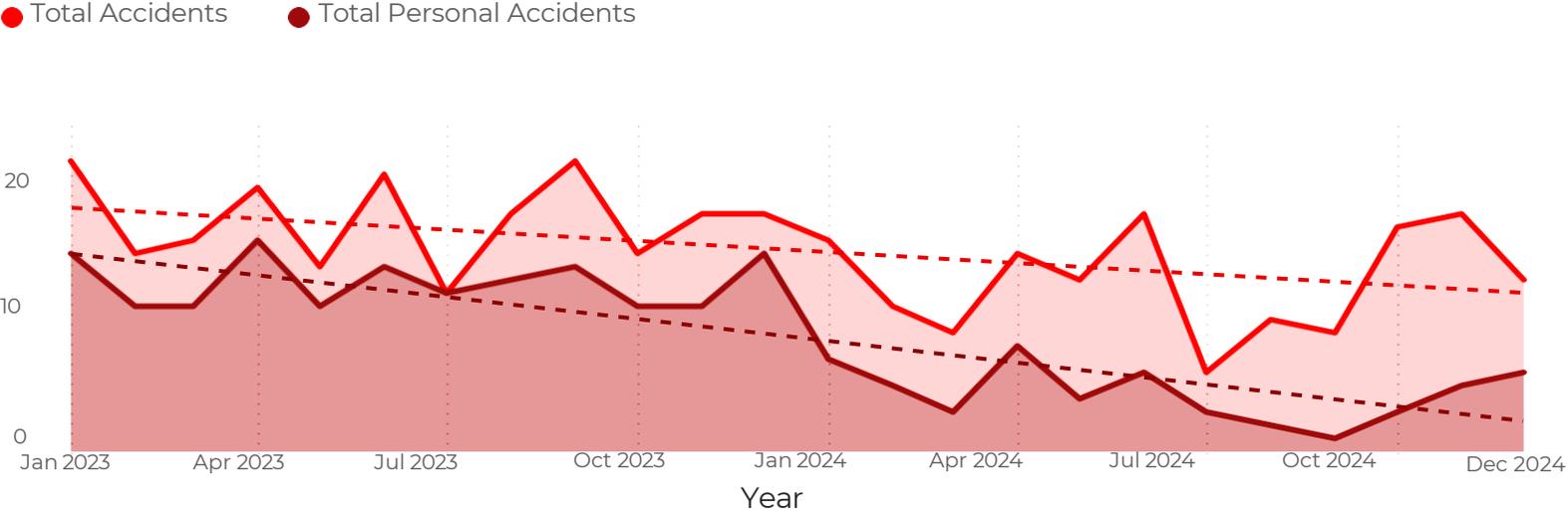
- Noticeable rise from early 2023 into 2024, with a sharp peak early 2024, demonstrating greater hazard awareness.
- Sustained reporting levels indicate that employees are actively spotting and mitigating risks before they lead to incidents.



ACCIDENT ANALYSIS (ALL SITES)



Accidents and Personal Accidents 2023 and 2024



Accident Analysis – Key Highlights

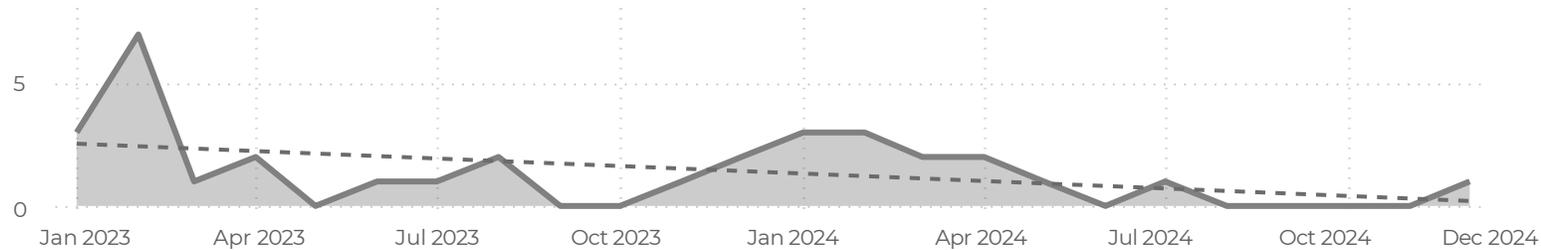
Overall Accident Trends Show Improvement. Total Accidents have shown a steady decline since early 2024, indicating stronger safety measures and compliance improvements. Total Personal Accidents follow a similar downward trend, supporting fewer workplace injuries.

What's Driving This?

- Increased hazard awareness and reporting, leading to early identification of risks.
- Strengthened investigation processes and faster implementation of corrective actions.
- Regular safety talks and training programs, reinforcing best practices and proactive safety behaviors.

ACCIDENT ANALYSIS (ALL SITES)

LTIs 2023 and 2024



LTIs (Lost Time Incidents) Remain Low & Stable

Total LTIs remain consistently low, demonstrating effective control over serious workplace injuries. Minimal fluctuations over the past year, with no major spikes in incidents.

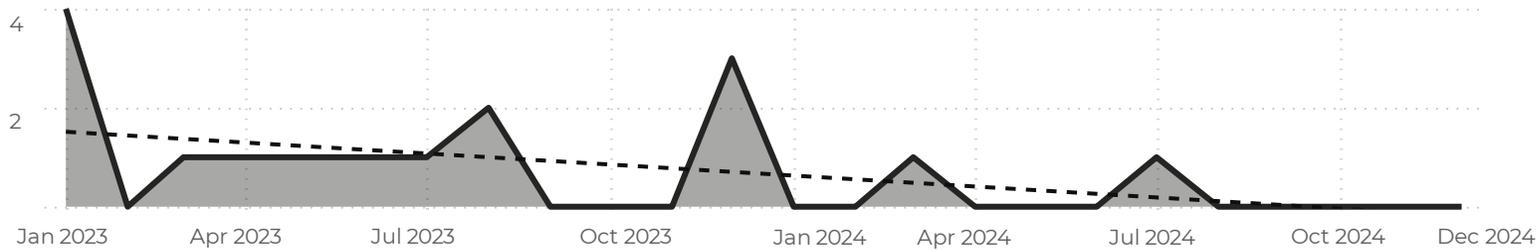
Contribution Factors

- Increased awareness from safety conversations and hazard reporting, leading to earlier identification of risks and unsafe behaviours, reducing the likelihood of workplace accidents.
- A stronger focus on proactive risk management, ensuring hazards are addressed before they escalate into incidents that could result in injuries.
- More frequent safety conversations and employee engagement, reinforcing a culture of shared responsibility for safety.
- Sustained management engagement & SHEQ team support, ensuring continuous monitoring, learning, and improvement in workplace safety practices.



ACCIDENT ANALYSIS (ALL SITES)

RIDDORs by 2023 and 2024



RIDDOR Accidents Declining

Total RIDDOR Accidents in the above graph have dropped significantly since early 2023, with only isolated occurrences in recent months. The dotted trendline confirms a continuous downward trajectory, reinforcing improvements in safety culture and compliance.

Possible Reasons:

- Better incident reporting & faster investigation completion, leading to quicker interventions.
- Targeted site interventions, focusing on high-risk areas to reduce repeat occurrences.
- Stronger engagement between SHEQ management and operation teams, ensuring that control measures are effectively followed.



WAREHOUSE SUMMARY

Over the past 12 months, warehouse operations have seen significant improvements in key safety metrics, reflecting the impact of proactive safety initiatives, increased hazard awareness, and improved engagement between SHEQ teams and warehouse staff.

- Total accidents have decreased by 30 per cent, demonstrating improved risk management and intervention strategies.
- Personal accidents have reduced by 74 per cent, reflecting the success of enhanced safety training, better hazard reporting, and a stronger focus on workplace behaviours.
- LTIs have dropped by 57 per cent, showing that fewer incidents are leading to serious injuries, reinforcing the effectiveness of early risk identification and mitigation measures.
- RIDDOR incidents have reduced by 86 per cent, highlighting strong compliance, improved reporting accuracy, and timely corrective actions.

The increase in hazard reporting and safety conversations has played a crucial role in driving these improvements, ensuring that risks are identified and controlled before they escalate into accidents. These results reinforce the commitment of warehouse teams, managers, and SHEQ representatives in fostering a safer and more proactive safety culture through consistent communication, engagement, and data-driven safety interventions.

Percentage
Change in
Accidents

-33%

Percentage
Change in
Personal
Accidents

-74%

Percentage
Change in LTIs

-57%

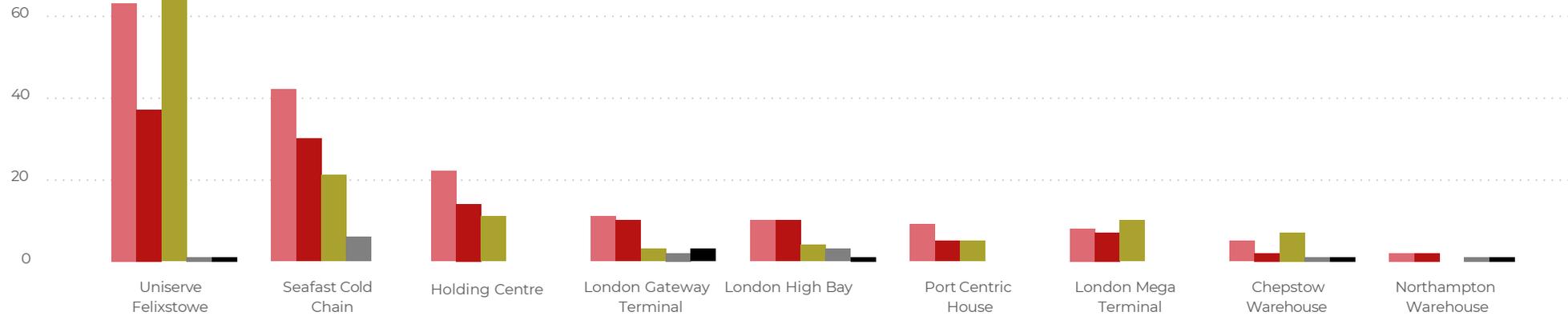
Percentage
Change in
RIDDORS

-86%

WAREHOUSE SUMMARY

● Total Accidents
 ● Total Personal Accidents
 ● Total NMs
 ● Total LTI Accidents
 ● Total RIDDOR Accidents

All Incidents **2023** (Warehouse)



● Total Accidents
 ● Total Personal Accidents
 ● Total NMs
 ● Total LTI Accidents
 ● Total RIDDOR Accidents

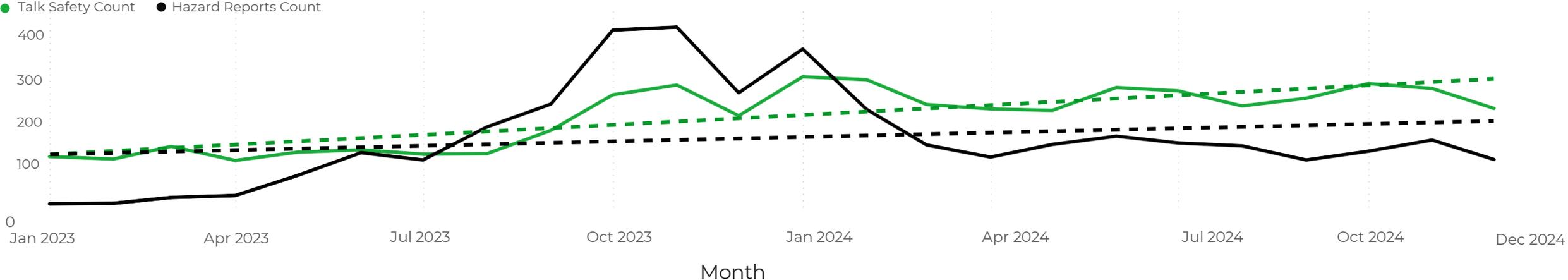
All Incidents **2024** (Warehouse)



SAFETY INITIATIVES (WAREHOUSE)

Total	Safety Conversations	Hazards Reported
2023	1666	1643
2024	2724	1702

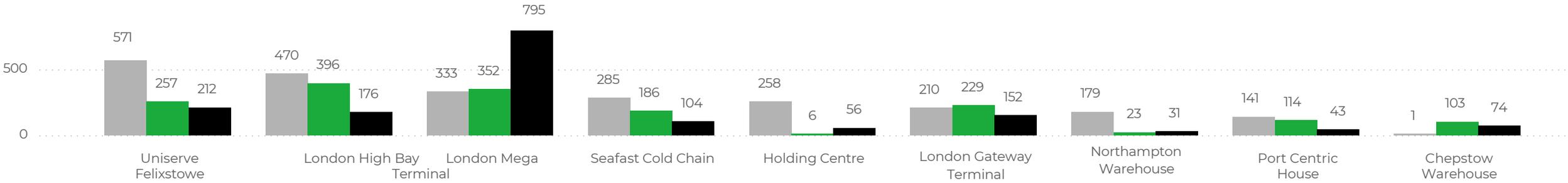
Talk Safety and Hazard Reports 2023 and 2024 (Warehouse)



SAFETY INITIATIVES (WAREHOUSE)

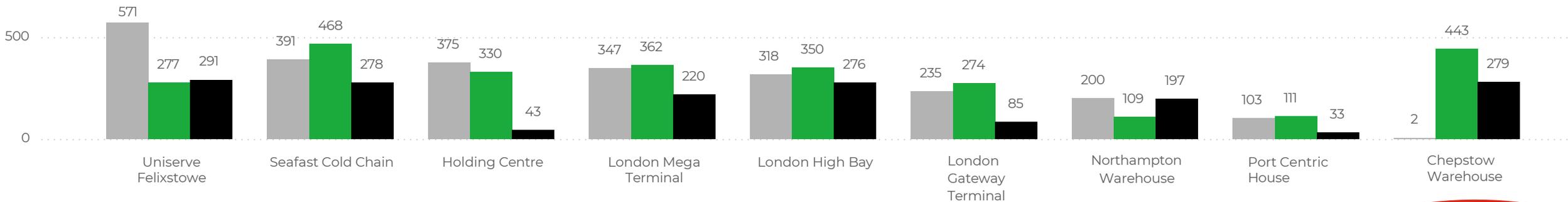
Safety Initiatives By Site 2023 (Warehouse)

● Safety and Transport Tours ● Talk Safety Count ● Hazard Reports Count



Safety Initiatives By Site 2024 (Warehouse)

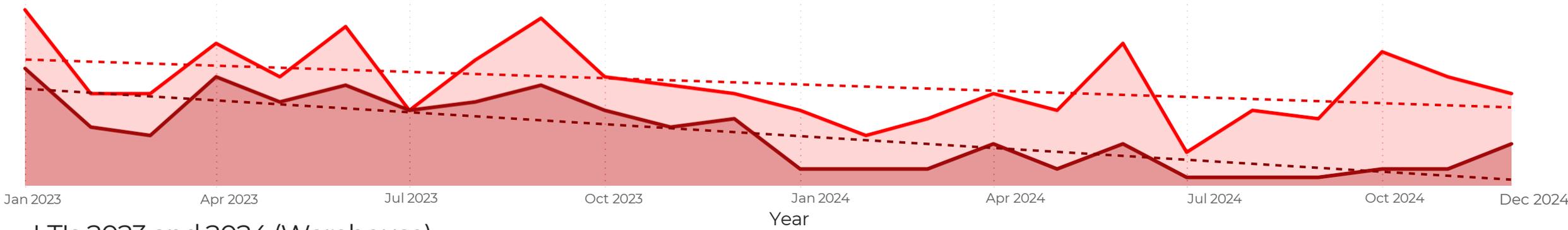
● Safety and Transport Tours ● Talk Safety Count ● Hazard Reports Count



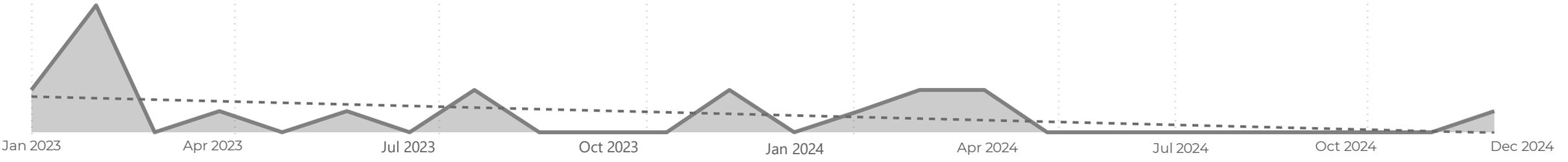
ACCIDENTS ANALYSIS (WAREHOUSE)

● Total Accidents ● Total Personal Accidents

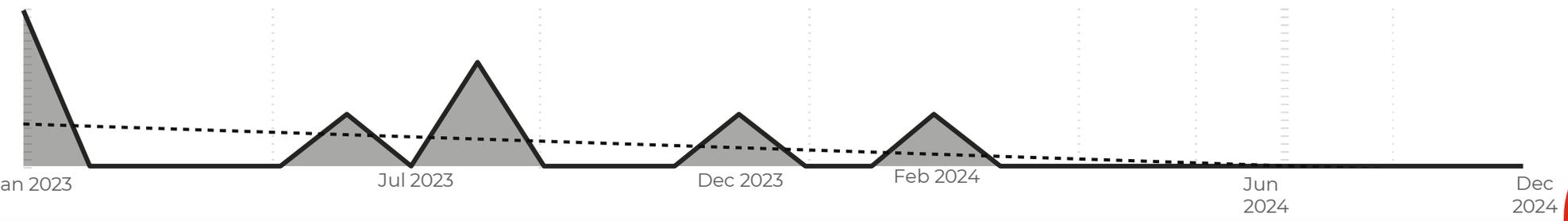
Accidents and Personal Accidents 2023 and 2024 (Warehouse)



LTI's 2023 and 2024 (Warehouse)



RIDDORs by 2023 and 2024 (Warehouse)



TRANSPORT SUMMARY

Over the past 12 months, transport operations have shown steady progress in key safety metrics, reflecting the impact of proactive risk management and improved hazard awareness. Transport Director influence coupled with increased engagement between SHEQ teams and transport staff have been key to cultural change. Total accidents have decreased by 13 per cent, highlighting the effectiveness of enhanced reporting, risk mitigation strategies, and improved safety interventions.

- Personal accidents have reduced by 38 per cent, demonstrating the success of targeted safety training and improved hazard perception among drivers and operational staff.
- LTIs have increased by 17 per cent, indicating that while the overall number of incidents has reduced, there remains a focus on preventing incidents that lead to serious workplace injuries.
- RIDDOR incidents have reduced by 86 per cent, reflecting strong compliance, accurate reporting, and timely corrective actions to prevent recurrence.

Increased hazard reporting and safety conversations have contributed to these improvements, ensuring that risks are identified and controlled before they escalate. These results reinforce the commitment of transport teams, managers, and SHEQ representatives in fostering a safer and more proactive safety culture through consistent communication, engagement, and targeted interventions.

Percentage
Change in
Accidents

-13%

Percentage
Change in
Personal
Accidents

-38%

Percentage
Change in LTIs

-17%

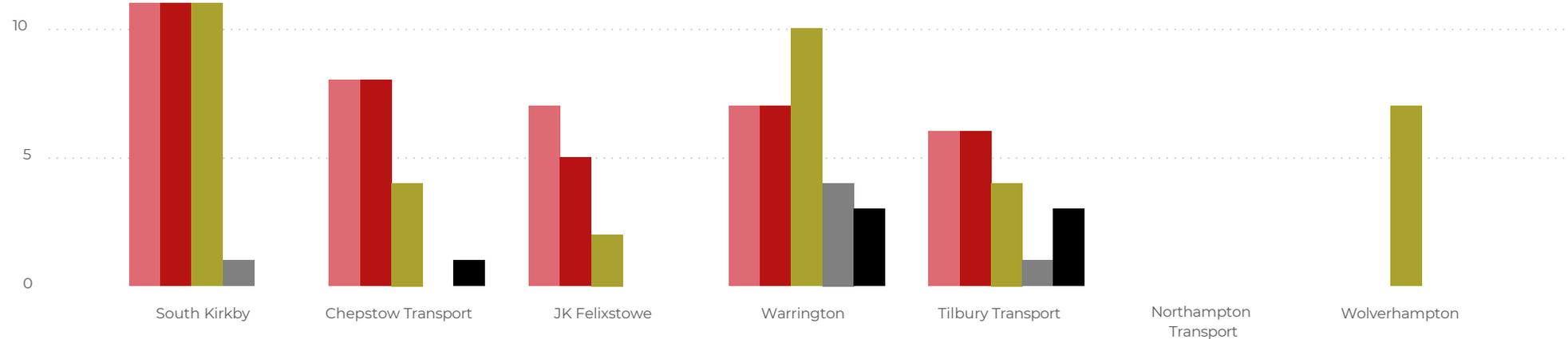
Percentage
Change in
RIDDORS

-86%

TRANSPORT SUMMARY

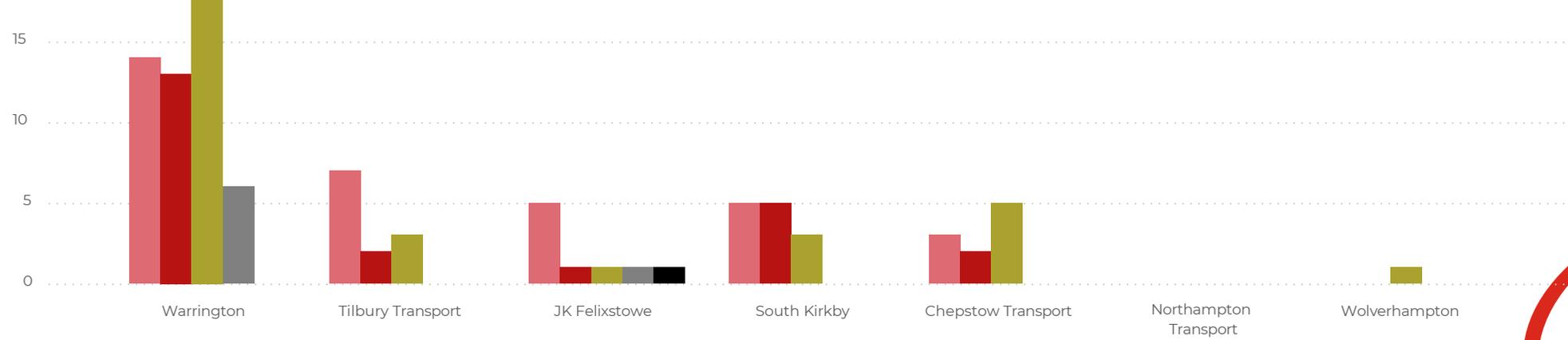
● Total Accidents ● Total Personal Accidents ● Total NMs ● Total LTI Accidents ● Total RIDDOR Accidents

All Incidents 2023 (Transport)



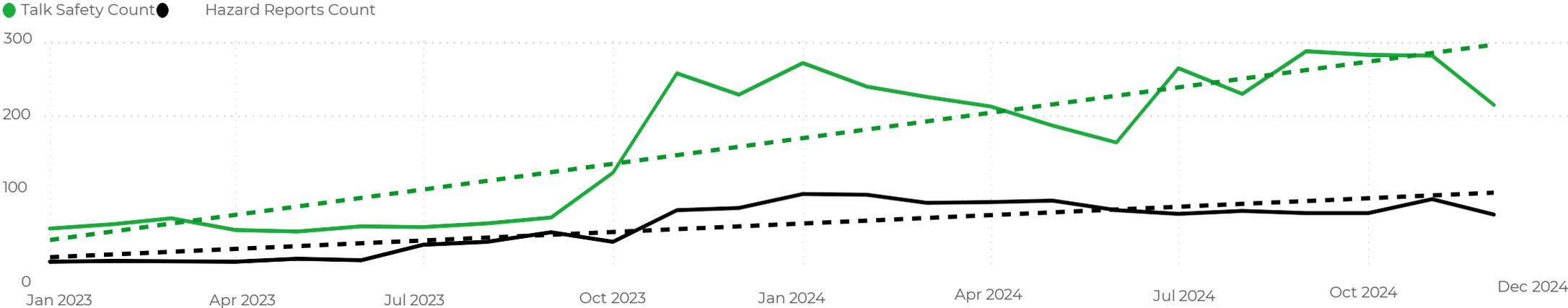
● Total Accidents ● Total Personal Accidents ● Total NMs ● Total LTI Accidents ● Total RIDDOR Accidents

All Incidents 2024 (Transport)



SAFETY INITIATIVES (TRANSPORT)

Talk Safety and Hazard Reports 2023 and 2024 (Transport)

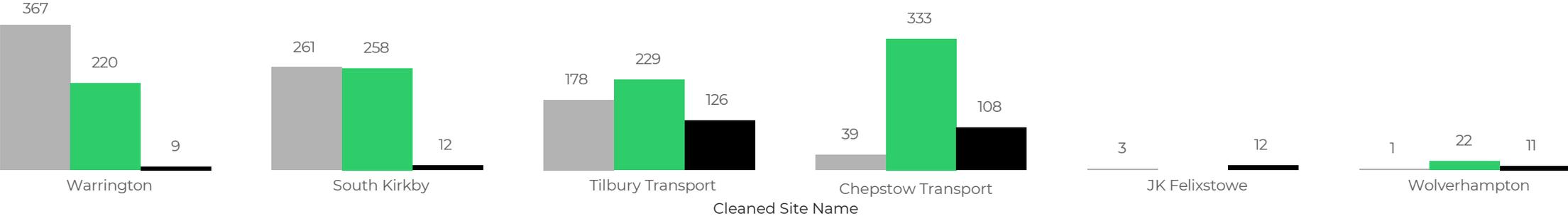


	Safety Conversations	Hazards Reported
2023	1062	278
2024	2853	924

SAFETY INITIATIVES (TRANSPORT)

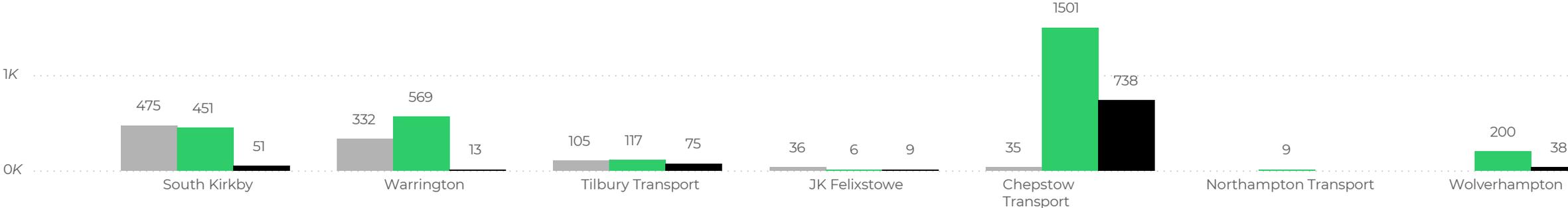
Safety Initiatives By Site 2023 (Transport)

● Safety and Transport Tours ● Talk Safety Count ● Hazard Reports Count



Safety Initiatives By Site 2024 (Transport)

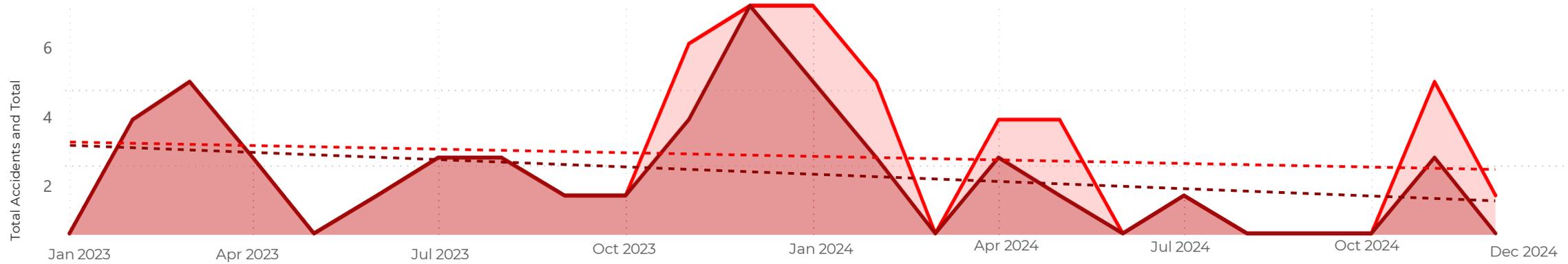
● Safety and Transport Tours ● Talk Safety Count ● Hazard Reports Count



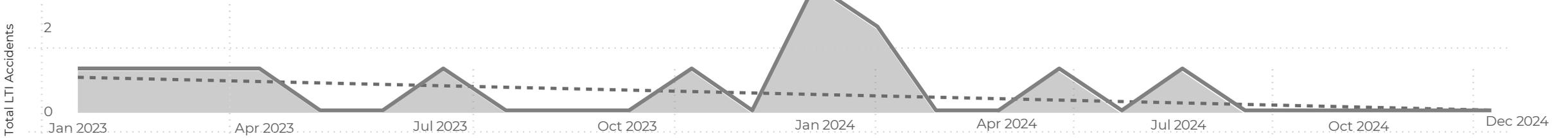
ACCIDENTS ANALYSIS (TRANSPORT)

Accidents and Personal Accidents 2023 and 2024 (Transport)

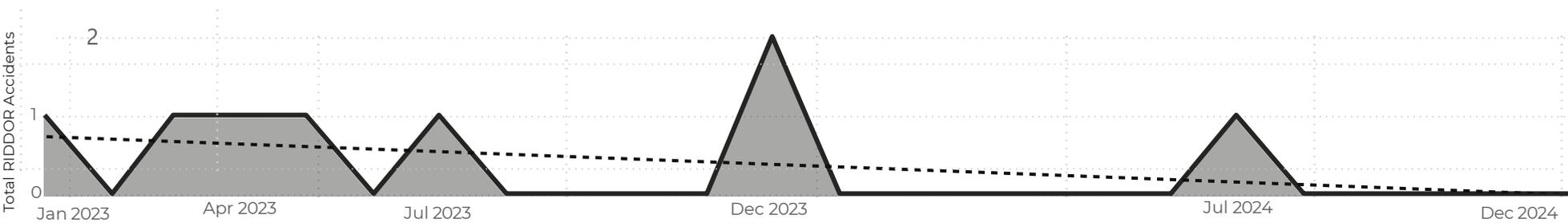
● Total Accidents ● Total Personal Accidents



LTI Accidents 2023 and 2024 (Transport)



RIDDORs by 2023 and 2024 (Transport)





Thank You

Should you need any further information please contact:
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