

Cargill's Safety Practices in Plantations

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10 Years Of Driving Sustainability.
A Business Model For The Future.



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



Components of Health & Safety Program: Key Processes



Management System

- Visible safety leadership
- Employee Involvement
- Measurement system

EHS BALANCED SCORECARD	
LAGGING KPIs	LEADING KPIs
Safety Index	Tracking Table Corrective Action Closure %
# of Reportable Injuries	Safety Training Attendance %
# of Quality Nearmisses Reported	BBS Index
EHS Global Audit Score %	Monthly General Conditions Score %
No major NC on RSPO/ISCC Audits	

Universal Measurement System?

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

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



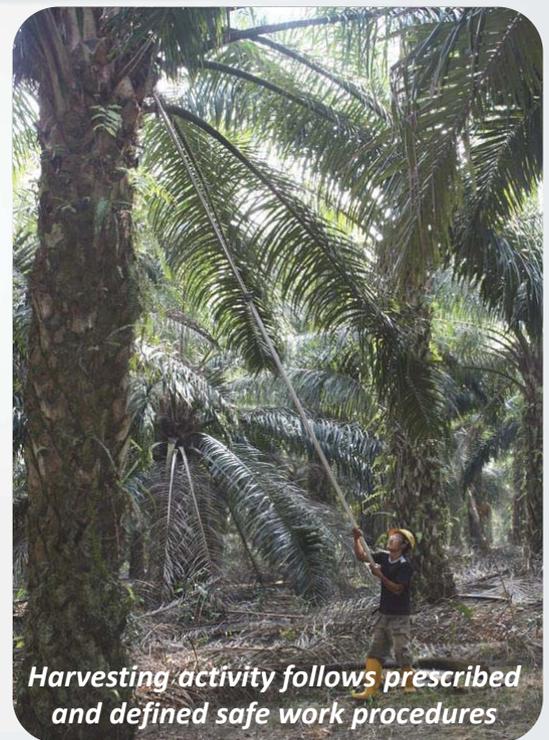
Upkeep Team - Sprayers

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



Working at Heights
Elevated Work Definition: > 1.24m



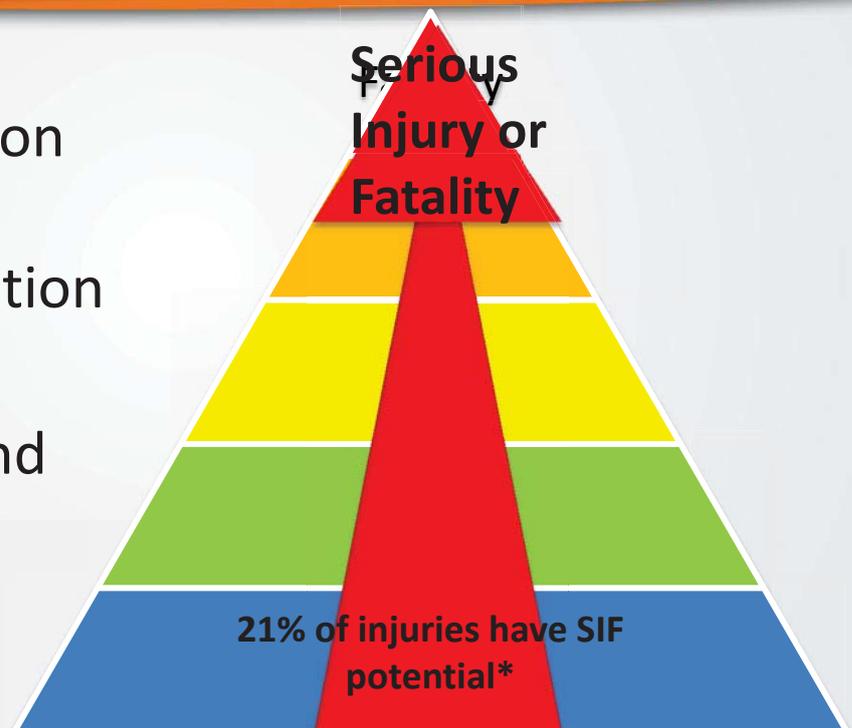
Photo by: OktaJohar



Lockout and Tagout

Case Management

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



*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

