



# The Grayzette

THE SAFETY ISSUE

## “Let’s be careful out there”



Every Baby Boomer remembers the trademark words *Hill Street Blues*’ Sgt. Phil Esterhaus uttered each episode of the famous 1980’s gritty cop drama: “Let’s be careful out there.”

It applies to every workplace — not just a New York City police precinct — and there are ways to be careful, ways to measure how safe a worksite is and ways to improve the safety of any workplace.

According to Herb Herman, Vice President, Manufacturing, U.S., one of the best ways to enhance safety is active, organized Safety Committees.

“Involvement is the key,” he pointed out. “Safety Committees should have regular, scheduled meetings to discuss safety issues, followed up with written minutes that are posted throughout the plant. The committee should be comprised of representatives from each sector of the plant. Monthly meetings for all plant employees are a great opportunity to pass along safety information and get feedback from the employees on safety situations and ask for suggestions on resolving safety problems.

“We need to continue to develop a culture where people feel comfortable openly discussing and suggesting better ways to safely accomplish the many tasks our employees are confronted with,” Herman said. “Plant internal safety audits are also a great way to get employees involved and engaged in improving our safety program.”

Incentives and rewards for good safety performance, whether monetary or recognition or both is just another part of the total safety program, he explained. “It’s done differently at each plant, so we’re open to suggestions about what works best.

“Ultimately, we need to build a culture where people cheerfully correct each other and accept instruction from each other,” Herman said.

*Continued on page 4*



ABOVE LEFT: Herb Herman.



ABOVE RIGHT: Serge Roberge.

FAR LEFT: This piece of equipment is a winch-operated shop lifter. According to Faulkner Quarry Supervisor and Safety Representative Jim MacPherson, employees at the Faulkner Plant use it to prevent muscle strains when lifting equipment in several areas around the plant. “We have found it to be quite useful,” said MacPherson. “It can be purchased from Tenaquip Industrial Equipment and Supplies ([www.tenaquip.com](http://www.tenaquip.com)).” From left to right are Faulkner employees Gerald Bankert, Parker Charles and Jim MacPherson.

## Graymont launches scholarship program for dependents

Graymont has launched a scholarship program for employee dependents pursuing post-secondary education, Chief Executive Officer Stuart Wolfe announced recently.



### MESSAGE FROM CEO STUART WOLFE

“Beginning this year, we will award two scholarships of \$2,000 each per year to dependents of full-time employees of the Graymont Group of Companies. Dependents must be pursuing full-time post-secondary education leading to either an undergraduate degree or a trade, technical or vocational diploma,” Wolfe explained. “You’ve heard of ‘think global, act local’. We have applied that principle to taking local action in helping our Graymont children get an education so they can compete in a world economy.”

Graymont sponsors a number of educational and professional development programs for its employees, Wolfe pointed out, so the scholarships are just an extension of that emphasis on life-long learning,

“We want to encourage the children of employees to take advantage of the wide variety of educational and vocational training opportunities that are available,” he said. “At Graymont, we believe that education and skills development are vital to sustaining a high standard of living and an open and healthy society.”

One of the scholarships will be awarded to dependents pursuing full-time post-secondary

education leading to an undergraduate degree. The other will be awarded to dependents pursuing full-time post-secondary education leading to a trade, technical or vocational diploma. The scholarships may be renewed for an additional three years or until the degree or diploma is earned, whichever comes first.

The scholarships will be awarded primarily based on the applicants’ academic record, leadership and participation in school and community activities and a statement of career and educational aspirations and goals. This year, the application deadline is July 15. To ensure the process is objective, we have contracted with a third party to administer the program on our behalf.

... “think global, act local”

“If a member of your family is eligible for a scholarship, I urge them to apply,” Wolfe said.

For further information, contact Wayne Kenefick, Director of Sustainable Development at [wkenefick@graymont.com](mailto:wkenefick@graymont.com), 604/249-1953 or Rob Van Nus, Vice President Human Resources at [rvannus@graymont.com](mailto:rvannus@graymont.com), 604/249-1949. ◀

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## EDITORIAL



This issue focuses on safety, one of our primary concerns.

## New name for the newsletter

By Rob Van Nus

Welcome to the safety issue of our newsletter and the first edition sporting a new name.

Tyson B. Sweat, a kiln operator at Pilot Peak, Nevada, won our "Name That Newsletter" contest with his submission "The Grayzette". Over 40 entries to the contest were received and we would like to thank everyone who participated. We selected Tyson's entry as the most descriptive and meaningful with its play on the Graymont name, combined with "gazette" the old-fashioned term for a newspaper. Tyson was awarded his winner's prize, a Canon Powershot digital camera, a couple of months ago and then sworn to secrecy until this issue was published. Please join us in congratulating Tyson.

This issue focuses on safety, one of our primary concerns at Graymont. We are dedicated to building a corporate culture that emphasizes safety for all our employees and contractors and the customers who come into our facilities. We want that culture to permeate throughout all levels of our company, from bottom to top, peer-to-peer and top to bottom. We need to look out for one another, to look out for ourselves, to take the time that is necessary to do each task safely and to be alert to potential dangers

or unforeseen circumstances. We all want to go home every day healthy and injury-free.

In this issue as well, we are very pleased to announce our new scholarship program for employee dependents. As Chief Executive Officer Stuart Wolfe explains in the front-page story, the program underlines our commitment to education and skills development.

If you have stories, comments or any suggestions for *The Grayzette*, please let me know. Send me an email at [rvannus@graymont.com](mailto:rvannus@graymont.com) or call me at 604/249-1949. ◀



Pilot Peak kiln operator Tyson Sweat, winner of the *Name That Newsletter* contest, receives his prize from Pilot Peak Plant Manager Jack Elliott.

### NEWS FROM AROUND GRAYMONT



## The Grayzette

SPRING-SUMMER 2006 VOL 2 NO 1

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▲ The Cricket Mountain plant helped supply some of our Indian Creek lime customers when Indian Creek had to shut down for a major pre-heater rebuild. Cricket Mountain Plant Manager Scott Mork said one of their customers called to say they appreciated the service. "It is critical to our business that when one plant goes down the other plants fill in any sales voids keeping all of Graymont's customers satisfied," Mork pointed out. ◀

Last fall, Plattsburgh Quarry and Keeseville Ready Mix Concrete worked together to supply a massive floor slab pour for the New Essex County Safety Building. "The 1,600-cubic yard pour was the largest single-day pour ever done in the history of the Materials division," Sales Manager Scott Bombard explained. "Eighteen trucks from Plattsburgh and Keeseville were used to supply the concrete when the Keeseville plant suffered a power surge that burned its water pump. The local fire department came to the rescue and we used one of their pumper trucks to pump water from another system into the

plant through our water truck. It was truly a group effort to complete this pour." ◀

Graymont Materials will launch a new product line of concrete retaining walls, promoting Redi-Rock Walls of the Adirondacks as the 'premier large block retaining wall', Sales Manager Scott Bombard announced. In preparation for this new line, the Materials Group has hired Tim Dodd as sales representative and Tom Church as production coordinator. ◀

Hard work and flexibility are appreciated, just ask the crew at our St. Helens plant. Jeff Scott, plant manager of Specialty Minerals Inc. in Camas, Wash., recently sent a letter of appreciation citing "...their hard work and dedication, especially when the going gets tough. Please pass along special thanks to Mr. Moo Han for coordinating this effort and his flexibility in meeting our changing requirements."

Scott's letter read, in part: "...thank you for helping us get through two difficult kiln outages at Longview and Camas in early March. Without your

help, we surely would have shut down one of our major customers."

According to Team Leader Moo Han, the unexpected kiln outages were experienced by Specialty Minerals over a weekend, but the Graymont St. Helens employees were able to pull together to meet the other firm's customer needs, supplying all the PPC promised.

In addition to Han, those Graymont staffers cited were Cliff Scott, Jason Zikmund, Marty Leggett and Joe Espinoza. ◀

▼ "It was worth the frostbite," Pavilion Plant Manager Al Lucas joked about his Health & Safety Committee's January visit to the Graymont plant in Faulkner, Man. (Photo: Pavilion QA/Process Supervisor and Health & Safety Committee Co-chair Jim Hitchcock in Faulkner.)

Along with Lucas, Ricki Fenton, Joe O'Hara and Jim Hitchcock traveled to Faulkner to tour the plant and share information about enhancing safety programs. The Faulkner plant, under Plant Manager Sirahuen Maldonado and Safety Officer Jim MacPherson, has one of the best records for both

productivity and safety throughout Graymont.

"We heard a presentation on their program, sat in on a monthly safety meeting and toured the plant, visiting with employees as we went," Lucas explained. "We brought back a good understanding of their safety program and an appreciation for the approach of all the employees and staff, which has resulted in their excellent safety record."

The Pavilion plant set its own record recently. Earlier this year, it chalked up four months without a lost-time incident. ◀

A reception was held in Calgary on April 2 to celebrate the contributions of Regional Vice President Peter Darbyshire who retired recently after over 20 years of service. The event was well attended and included members of the Board of Directors. Darbyshire will continue as an officer of the company, as well as provide consulting services. ◀



## Employee feedback: more involvement in safety, accountability needed from everyone

By Terry Thompson, Safety Coordinator

I am proud of the personal efforts being made by each of you to improve our safety culture. In this edition, devoted almost exclusively to safety, I would like to share some of your responses to a question Bill Dodge posed last fall in a *Work2Gether Safety* discussion.

Bill asked, "What changes and actions do you think could contribute to our ability to improve our safety performance?"



From **David Chamberlain**, in Richmond, B.C.:

"To drive improvement in our safety results, we need to drive change in behavior. To drive change in behavior, we need to provide consequences. A manager needs to lay down the law with some bad consequences. Unsafe behaviors cannot be tolerated at all and should be dealt with quickly and decisively. If you choose to work unsafely, then you are choosing not to work for Graymont. Just as important as tough consequences for poor behavior is positive recognition of safe behaviors. A manager should do a safety walk-through of his plant and praise someone for

### Just as important as tough consequences for poor behavior is positive recognition of safe behaviors.

doing the right thing. He should congratulate the guy who happens to be working his 500<sup>th</sup> day incident free and shake his hand. He should buy a pizza for the crew for doing a really good job of cleaning up. He might take a picture of a tidy workplace and then post it in the lunchroom with a comment. Good consequences go a very long way toward improving behavior. Managers should also 'walk the talk' and set the right tone and standard, even in the little things. For example, use the handrails on the stairways though you think you don't need to.

We all need to be ready to give immediate negative consequences as necessary. But everyday, we should also think about encouragement and compliments at times when we see things going well."



From **Robb Camm** in Havelock, New Brunswick:

"Unclean work areas and clutter likely go along with poor safety records. But I also believe work area cleanliness is really an indicator of the plant's culture more than the root cause of unsatisfactory safety performance. If employees feel involved in decisions and have authority to make improvements in their own areas, they will also take the initiative to keep things tidy because they feel ownership. A culture change in this direction will improve safety as well as several other areas more than procedures, signs and rules." ◀



### SAFETY CORNER

Terry Thompson is Graymont's Safety Coordinator. If you have questions or comments about workplace health and safety, he can be reached at [tthompson@graymont.com](mailto:tthompson@graymont.com) or 801/264-6863.



We appreciate your feedback. If you would like to review all the comments received, go to <https://w2g.graymont.com> or ask any administrative support person at your worksite to retrieve the materials for you.

## Research firm conducts safety perception survey

A company-wide safety perception survey was conducted recently and the results will be known this summer, according to Graymont Safety Coordinator Terry Thompson.

"This survey is a milestone in our understanding of attitudes and perceptions about safety in our organization," Thompson explained. "It was a voluntary and anonymous study addressing questions to three separate groups: employees, supervisors and managers. The data from those groups is then compared to see where — or if — there are gaps in perceptions about safety."

The survey was conducted by Core Media, a professional research firm headquartered in Portland, Ore. It has been administered to over two million employees across more than 400 firms in the United States, examining 21 key areas of safety in the workplace.

"We will have the results and recommendations from the survey by the summer and we will share them as soon as possible," Thompson said. ◀

### Graymont safety statistics

January 1 – March 31, 2006

Lime	Employee hours worked	Reportable incidents <sup>1</sup>	Incident rate <sup>2</sup>	Lost time incidents (LTI)	Lost time incident rate <sup>3</sup>	Last lost time incident (LTI)	Days since last LTI
Bedford <sup>4</sup>	31,010	2	12.90	—	—	12/12/2005	108
Bellefonte <sup>4</sup>	12,517	—	—	—	—	09/12/2005	199
Con-Lime	4,980	—	—	—	—	11/05/2001	1,606
Cricket Mountain <sup>4</sup>	29,931	2	13.36	—	—	06/20/2005	283
Exshaw <sup>4</sup>	29,912	1	6.69	1	6.69	03/04/2006	26
Faulkner <sup>4</sup>	15,264	—	—	—	—	10/18/2002	1,259
Genoa <sup>4</sup>	32,991	2	12.12	1	6.06	03/22/2006	8
Gentzel Quarry	44	—	—	—	—	—	—
Havelock <sup>4</sup>	17,857	1	11.20	—	—	04/25/2005	339
Indian Creek <sup>4</sup>	13,781	—	—	—	—	09/04/2003	938
Joliette <sup>4</sup>	39,919	3	15.03	2	10.02	03/09/2006	21
Marbleton <sup>4</sup>	38,301	1	5.22	1	5.22	01/09/2006	80
Pavilion <sup>4</sup>	15,545	—	—	—	—	11/23/2005	127
Pilot Peak <sup>4</sup>	29,927	1	6.68	—	—	08/14/2005	228
Pleasant Gap <sup>4</sup>	72,829	1	2.75	—	—	11/14/2005	136
St. Helens	2,561	—	—	—	—	08/05/2004	602
Summit <sup>4</sup>	3,278	—	—	—	—	03/17/1998	2,935
Tacoma <sup>4</sup>	20,037	—	—	—	—	06/07/2004	661
<b>Grand Total Lime</b>	<b>410,683</b>	<b>14</b>	<b>6.82</b>	<b>5</b>	<b>2.43</b>		
Materials	Employee hours worked	Reportable incidents <sup>1</sup>	Incident rate <sup>2</sup>	Lost time incidents (LTI)	Lost time incident rate <sup>3</sup>	Last lost time incident (LTI)	Days since last LTI
Calco-St-Marc	14,100	3	42.55	1	14.18	11/28/2005	122
Graymont (Portneuf) Inc.	4,347	—	—	—	—	04/14/2000	2,177
Keeseville Ready Mix Concrete	39	—	—	—	—	06/25/2003	1,009
Lacolle <sup>4</sup>	235	—	—	—	—	03/11/1994	4,402
Lewis Quarry	3,358	—	—	—	—	06/25/2003	1,009
Malone Quarry	5,183	—	—	—	—	08/31/2004	576
Neuville Quarry	90	—	—	—	—	09/28/2000	2,009
Plattsburgh Quarry	9,117	—	—	—	—	06/20/2005	283
Potsdam Stone & Concrete	3,206	—	—	—	—	12/30/1999	2,282
Saranac Lake Quarry	4,647	—	—	—	—	06/21/2000	2,108
St-Marc Ready Mix Concrete	2,796	—	—	—	—	02/17/2003	1,137
St-Marc Transport	3,697	1	54.10	—	—	03/10/2006	20
<b>Grand Total Materials</b>	<b>50,815</b>	<b>4</b>	<b>15.74</b>	<b>1</b>	<b>3.94</b>		
<b>Graymont Total</b>	<b>461,497</b>	<b>18</b>	<b>7.80</b>	<b>6</b>	<b>2.60</b>		

1. Government reportable incidents

2. Incident rate = Total government reportable incidents per 100 workers. This rate is calculated as follows: (Number of incidents / total hours) x 200,000

3. Lost time incident rate = Total lost time incidents per 100 workers

4. Plant including terminals

# How do you stay safe in your job?

*I try to stay aware of my surroundings and look over the job before I start.*

Bill Scaggs  
Quarry Operator  
Genoa, Ohio  
Years with Graymont: 36  
No recordable incidents



*I inspect my equipment daily before usage to ensure safe operating conditions for myself as well as others. I always keep in contact with my co-workers when operating equipment around them. Also, I make a point to be aware of my surroundings on the work site.*

Scott Everett Limardo  
Driller Blaster/ Lead Hand  
Pilot Peak, Nevada  
Years with Graymont: 15  
No recordable incidents



*Be aware of my surroundings.*

Martin J. Leggett  
Plant Operator  
St. Helens Plant, Oregon  
Years with Graymont: 16  
No recordable incidents

*I always make sure that I wear all the safety equipment I need to do the job I'm doing at the time. I check out my work environment. I like a clean work environment, so I make sure I do house-keeping in my work area. I complete the safety checklist for the equipment I am going to be using and the area I'm going to be working in. I stay aware of my surroundings while I am doing a job — I like to know what's going on around me. And, I try not to be anxious about what needs to be done; I just take the time to think things through as I do my job.*

Howard Gene Smith  
Kiln Operator  
Tacoma, Washington  
Years with Graymont: 38  
No recordable incidents



*I always tried to stay safe and work safe, because when you get hurt it usually means pain and I don't like pain.*

James Morrison  
Kiln Fireman Helper  
Exshaw, Alberta  
Years with Graymont: 27  
No recordable incidents

*Just stay alert.*

Macquelin McDonald  
Kiln Operator  
Pavilion, Cache Creek, B.C.  
Years with Graymont: 25  
No recordable incidents

## Outstanding Safety Awards for 2005

On April 3, the Board of Directors recognized the employees of **St. Helens** and **Tacoma** for outstanding workplace safety accomplishments in 2005. Both facilities had the best overall safety performances of the year.



The St. Helens Safety Committee. From left to right: Moo Han, Cliff Scott, Jason Zikmund, Marty Leggett and Joe Espinoza.



The Tacoma Safety Committee. From left to right: Garry Squence, Scott Newton, David Bledsoe, Keith Wiggs.

### Continued from page 1: Careful out there

"If there is a perception that emphasis on production means a de-emphasis on safety, we must change that. We all take safety risks every day when we wake up, from driving our car, to the recreation we engage in and the work we do around the house. Identifying the risks and finding the best way to minimize them is the key. That is why employees communicating with each other and being involved in the plant's safety program is so important. It's actually more likely that a plant with a good safety record will also be more productive than one with a poor record."

Serge Roberge, Vice President, Manufacturing, Canada, agrees with Herman's assessment and pointed out the need for day-to-day individual efforts and continuous teamwork to create a safe workplace. Along with Chief Operating Officer Bill Dodge, the three have begun touring the plants in both Canada and the U.S. discussing safety with managers, supervisors and employees and listening to their ideas to improve safety performance.

"Safe work habits take a long time to develop,"

Roberge said. "We are building a culture to increase each employee's awareness of safety and make each and every one of them proud of their good safety records. We celebrate the achievements with things like a lunch for the crew, t-shirts, hats or safety items for the home, as well as make sure to publicize good safety records with the local media, in our

**To improve our safety performance, we need to watch out for our fellow employees and be willing to work as team members, not simply as individuals.**

STOP program, a safety training program developed and trademarked by DuPont, has been implemented at Graymont's Quebec facilities off and on over the years. It has been rolled out across Canada since last year.

newsletter, with postings throughout the plants and with personal recognition at meetings."

Roberge said the

"The STOP program emphasizes that people are the most critical element in successful safety programs," he explained. "According to statistics, over 90 percent of incidents are caused by unsafe acts that could be related to personal protective equipment, tools and equipment, positions or reactions of people or procedures and orderliness. To improve our safety performance, we need to watch out for our fellow employees and be willing to work as team members, not simply as individuals."

Roberge said various rewards and incentives for good safety performance are in place at the company's Canadian facilities. "Some use money, others provide gifts, but personally I think something that can be taken home and shared works best. Perhaps a gift certificate that an employee's family can use together, along with a photograph that commemorates the achievement. This further extends the message about safety," he pointed out.

Roberge's safety motto since he started his career is: "Keep safety in mind at all times." ◀



Before I begin to work, I plan the job, take my time and think about safety. Another thing, I have learned to mistrust routine jobs because at the beginning of my employment here, I had a 'near miss'; and since that time, I have become aware of the dangers of 'routine'.

Richard Brousseau  
Hydrator operator  
Marbleton, Quebec  
Years with Graymont: 28  
No recordable incidents



Be careful, stay alert and keep an eye on things going on around me. I try not to rush into a job. We all like to go home at the end of the day.

Gary L. Boone  
Utility Miner  
Pleasant Gap, Pennsylvania  
Years with Graymont: 33 years  
No recordable incidents



By being aware of my work area and being aware of my co-workers.

Brian Roy Steeves  
Lime Plant Operator  
Havelock, New Brunswick  
Years with Graymont: 30  
Years incident-free: 22



I always concentrate on what I'm doing.

Allen Brown  
Quarry Loader Operator  
Plattsburgh Quarry,  
Plattsburgh, New York  
Years with Graymont: 31  
No recordable incidents



## How did they do it?

From 1993 until April of 2005, the plant at Cricket Mountain was lost time incident-free. How did they do it?

According to Plant Manager Scott Mork, the plant achieved this record through "an unwavering level of dedication and commitment from every employee."

"Everyone works together, looking out for themselves and their co-workers," Mork explained. "It is uncommon in other industries to find employees as committed and hardworking as the men and women at Cricket Mountain."

"We plan to make our next safety record an even longer period of time by taking the time to analyze our actions and the tasks we undertake, recording our 'near hits' and learning as much as we can from them," he said. "Fourteen months ago, we launched monthly internal audits and our Safety Committee's monthly meetings have been established since 2001."

Mork emphasized the culture of Cricket Mountain as one of the key factors in its long-term safety success. "Our culture is one of safety awareness and no one is hesitant about bringing safety issues forward," he pointed out. "We address all safety concerns in a timely and candid way and look hard for resolution to those concerns, not just acknowledgement."

Mork also pointed out the challenges of an aging workforce, which many workplaces are facing today



The Cricket Mountain plant's 10-year safety photograph taken Dec. 19, 2001.

**Our culture is one of safety awareness and no one is hesitant about bringing safety issues forward.**

as the Boomer generation marches toward retirement. "Just because some of our workforce is aging does not mean we will have more incidents. It does mean we need to find better ways of accomplishing some tasks safely," he explained. "The circumstances remind me

of an applicable quote: "That which we persist in doing becomes easier not because the nature of the task has changed, but that our ability to do it has increased." We need to always be aware, watch out for ourselves and others, speak up and keep learning as we go." ◀

SUSTAINABLE GROWTH



# Implementing our sustainable growth initiatives

An interview with Wayne Kenefick

**Editor's Note:** This article is the third of a three-part series featuring interviews with Graymont's Director of Sustainable Development Wayne Kenefick. The first article focused on why the company has adopted a "sustainable growth strategy", the second part provides the details of that strategy (both articles can be read in our newsletter's Spring/Summer 2005 and Fall/Winter 2005 issues posted on [www.graymont.com](http://www.graymont.com).) The third article describes the implementation of Graymont's sustainable growth initiatives.

**Editor: How is the implementation of Graymont's sustainable growth initiatives going?**

**Wayne Kenefick:** Overall, I am encouraged with our progress to date. Employees across the company are undertaking initiatives and projects that are sustainability in action. From safety improvements to energy

**We need all our employees to help us do the right thing.**

efficiency to dust reduction, we are on the move. I have visited all of our plants over the past three months and presented the sustainable growth strategy to management teams. After integrating the feedback I received, my next tour will introduce sustainable growth to the workforces at the plants. Though we are on the move, much remains to be done.

**Ed.: Why is it important for all employees to know about, and understand the company's sustainable growth strategy?**

**WK:** Not only do we want our employees' help and feedback, we need it. Employees and their families are part of society and as such, their perceptions of our conduct as a company reflect society's perception of our conduct. We want our employees to be proud when they come to work everyday, knowing that their plants are operating in a manner that meets their expectations of Graymont as a good neighbor, a good employer and a good corporate citizen. We need all our employees to help us do the right thing.

**Ed.: How can employees make a difference?**

**WK:** Participation by all employees is extremely important to the success of any of our initiatives. Our employees' thoughts and ideas are among the greatest assets we have. Every idea on how we can be more sustainable is invited and welcome. For example, Serge Roberge, Vice President, Manufacturing, Canada, is implementing Environment Committees at the Canadian plants, and at one facility over 20

percent of the workforce volunteered to serve on the committee. We are grateful to have such committed and enthusiastic employees.

Also, our employees manage energy use every day. They have a tremendous role to play in reducing

**... all of our employees play a starring role in working safely and watching out for the safety of their coworkers.**

energy use, which in turn reduces emissions and greenhouse gases. And of course, all of our employees play a starring role in working safely and watching out for the safety of their coworkers.

**Ed.: Where does health and safety fit in the sustainable growth strategies?**

**WK:** It is the most important element. The safety and well being of our employees is the key to our workplace environment. Healthy, happy and well-trained employees are vital to the sustainability of our business. Society expects we will not harm people and we must meet that expectation. Our safety record is a very important part of our reputation.

*Next issue: Read about Graymont's community investment policy and community relations initiatives that form a crucial part of the Sustainable Growth efforts. For further information, contact Wayne Kenefick at [wkenefick@graymont.com](mailto:wkenefick@graymont.com) or call 604/249-1953.*



LONG SERVICE RECOGNIZED

We congratulate our co-workers who achieved the following long-service milestones between October 2005 and March 2006.

Bedford



Roland Lebreque ▲ ... 35

Calgary



Sharon Garrison ▲ ..... 25

Graymont (NB) Havelock



Brian Steeves ▲ ..... 30



Pierre Arseneault ▲ ..... 30



André Henry ▲ ..... 35

Pleasant Gap

George Dale ..... 25



Thomas Hoover ▲ ..... 25

Gary Dreibelbis ..... 30

Bellefonte



David Sunday ▲ ..... 40

Cricket Mountain



Shari Oppenheimer ▲ .. 25

Joliette



Jean Roberge ▲ ..... 25



Claude Brouillette ▲ ..... 30

Marbleton

Maurice Fortin ..... 30

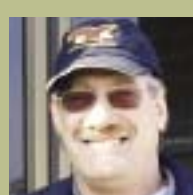
Pavilion



Albert John ▲ ..... 25



Terry Ishler ▲ ..... 30



Marcel Labine ▲ ..... 30



Steven Lose ▲ ..... 30

## Keeping safe out there

Ed Fuhr does keep safety in mind at all times, because it's both his job and his passion. As Safety Coordinator for Graymont Materials Group in New York, he travels to several facilities using his knowledge as a safety professional and his background as a trained teacher to improve workplace safety.

"I do think Safety Committees are extremely effective," Fuhr, who chairs the meetings as part of his role as Safety Coordinator, said. "They can be critical in turning around a site with a poor safety record and in fostering an atmosphere of good safety. Even the structure of Safety Committees leads to improved safety performance."

Fuhr said it's important that Safety Committees meet on the same day at the same time every month, as well as follow a set format for examining "Areas of Concern" for each area of a facility, and distribute and post the minutes of every meeting.

### ... workplace safety is a matter of culture and life-long learning.

"It may not be taken seriously at first," he said. "But when employees see it working to improve safety, it shows results. People start pulling together, looking out for one another, for contractors, for suppliers, delivery people or even customers who happen to be on-site. This is done with politeness and courtesy, rather than in conflict.

"It makes a huge difference when workers' complaints are taken seriously, too," Fuhr said. "Likewise when someone has a great new idea or an epiphany over how something can be accomplished more safely, it makes a difference to recognize and reward that. In the Materials group, we have safety awards in several categories, usually related to time without recordable incidents. We start with a Graymont hat or shirt, then a jacket with the logo, then a savings bond and on up to savings bonds in larger denominations and items like a belt buckle engraved with 'Graymont Safety Award.'"

Fuhr, along with his wife Judy Fuhr, Saranac Plant Superintendent, has been with Graymont for over 22 years. He said workplace safety is a matter of culture and life-long learning.

"It's evolutionary, not revolutionary," he pointed out. "It takes time for people to learn how to be safe on the job, how to foster an attitude about being safe at all times, how to look out for their fellow employees and how to speak up constructively when they see something happen. But it pays off in the very best way possible: we all go home safely." ◀

## EMPLOYEE PROFILE



ABOVE: Safety Coordinator for Graymont Materials Group Ed Fuhr gestures to the safety record sign at Potsdam Stone & Concrete.

## GRAYMONT IN THE COMMUNITY



Over the holiday season, the Cricket Mountain plant purchased a tree at the Delta Festival of Trees. According to Plant Manager Scott Mork, the money raised through this program, run by the local Sheriff's department, helps buy toys and gifts for low-income families and provides donations to the Central Utah Food Sharing, the area food bank.

The plant also recently made its annual donation to the Delta High School girls' and boys' basketball, football and baseball teams. In recognition of this support, Mork reported, there is now a big Graymont sign hanging on the baseball and softball stadium fence. ◀

Cricket Mountain's annual Christmas party had 94 percent attendance of those not on shift. The event featured dinner, door prizes, games for the kids and a visit from Santa Claus. ◀

Over the holidays, Graymont Materials joined forces with the local NBC affiliate and the Marine Corps League to sponsor Toys for Tots. ◀

Last October, the Plattsburgh Quarries hosted 90 fifth graders from Saranac Central School for a tour, reports Graymont Materials Group Sales Manager Scott Bombard.

Last January, Bombard joined the Board of Directors for the Clinton County Chamber of Commerce. ◀

▶ Forrest Spaulding (photo at right), a welder and mechanic at Lewis Quarry in New York and Stacy



Pulsifer, a loader operator from the same facility went to New Orleans this winter to help re-build homes damaged by Hurricane Katrina. Through the Westport Bible Church, Spaulding has gone on similar missions in recent years, including two trips to Brazil where he was involved in building playgrounds and teaching locals how to weld.

"We were in New Orleans from Feb. 18 to March 5, stripping houses right down to the studs, cleaning everything with Clorox or bleach," Spaulding explained. "Then we moved on to the next house, working usually without electricity or gas and only sometimes with access to water."

Spaulding's wife Beverly and college-age daughter Katie accompanied Spaulding and Pulsifer. The four worked as a team, cleaning up five houses over the course of their time in New Orleans.

"Forrest's work in New Orleans and earlier in Brazil make me very proud that he's part of our team here,"

said Jarrod Sutcliffe, Project Manager at Graymont Materials. ◀

▼ Six Portneuf employees have found a very special way to serve their community. In addition to working at the quarry, they are volunteer firefighters (photo below, left to right: Oscar Taurangeau, Guy Perreault, Martin Cockraine, Fire Chief Michel Leduc, Stéphane Dubé, Pascal Leduc). One of them, Michel Leduc, has even been fire chief for 35 years now. Our six heroes work rotating shifts, so they don't all have to rush away from the quarry at the same time. Each year, they respond to about 40 calls. As well as battling blazes, they visit daycares and schools to educate young people about fire safety. Last year, they put their expertise to good use for Graymont by organizing a volunteer fire drill in the St-Marc quarry. In turn, Graymont honored their efforts by sponsoring a fireworks display at a local firefighters' festival. ◀



## CUSTOMER FEATURE

# DuPont's long safety history

A global giant, DuPont operates in more than 70 countries, applying scientific solutions and innovative technologies, services and products to a broad range of sectors. As a customer of Graymont's for over 20 years, the two companies have developed a strong relationship, which has included wide use of DuPont's trademarked STOP safety program at many Canadian Graymont facilities.

According to Randy Pletcher, Vice President, Sales & Distribution, Graymont Eastern U.S., Graymont supplies lime to all of DuPont's Philadelphia facilities where it is used for the treatment of wastewater flows generated during the production of titanium dioxide and other additives used in the formulation of DuPont products.

"Our business with DuPont spans 20 years and includes providing those Delaware and New Jersey plants with 100 percent of their lime needs," Pletcher explained. "That means about 10-15 truckloads a day, six days a week and we are very conscious of DuPont's emphasis on safety. Before a carrier can come on their sites, they must be trained and certified, do annual updates on the certification and always be



Cricket Mountain employee Bruce Dutson, wearing proper fall protection safety gear, closes the lids on railcars loaded with limestone products.

properly attired with the right safety equipment or risk being turned away at the gate."

Robert S. Krzywicki, DuPont's Contractor Safety Manager, said the company's emphasis on safety goes back to its roots.

"DuPont was founded in 1802 in the Brandywine Valley in Delaware and we were one of the first manufacturers of gunpowder, a highly volatile substance," he pointed out. "Early factory explosions killed people and this made the company take safety practices very seriously. They made sure even the buildings and equipment were designed with the safety of employees in mind. You could say that safety is now part of DuPont's manufacturing DNA. In fact, 204 years later, just this year the National Safety Council presented

DuPont with *The Green Cross*, an annual award given since 1999 to a corporation that has made safety a central part of its value system.

"We talk about safety all the time and have the goal of zero injuries, illness or environmental damage company-wide," Krzywicki explained. "We have measurable targets with built-in accountability and rewards. Those rewards may be monetary, such as bonuses tied to a facility or department's safety performance, but more importantly we recognize, promote, praise and make role models out of folks whose safety records are exemplary. Employees like that are heroes at DuPont."

According to Krzywicki, the STOP program has been developed over 30 years of application and adaptation within DuPont.

"Because of our safety training success, we saw the benefit it delivered for us and we realized it had applications for all industries and many years ago began making it widely available," he said. "We continue to revise and re-invigorate it, but the principles remain the same. It is based on observations made by all levels of the workforce and reflects the old adage 'I am my brother's keeper'. It gets everyone involved, creating opportunities for peer interaction or management and supervisor interactions with employees, and provides training on how to properly convey your observations. Communications about safety practices — good or bad — must always be made with care and courtesy, mindful of maintaining everyone's dignity and not causing confrontations or dismissive attitudes."

Graymont's Serge Roberge, Vice President, Manufacturing, Canada has used the STOP program in Quebec facilities for many years.

"The STOP program addresses both the safe and unsafe behaviors of people in the workplace," Roberge said. "People are the most critical element in successful safety programs. We began implementation of the STOP program with all plant managers across Canada last year and this year will roll out the program with training supervisors." ◀

***"We will never compromise our core values — safety and environmental excellence, integrity, high ethical standards and treating people with fairness and respect."***

— Charles O. Holliday, Jr., Chairman & CEO, DuPont

## Principles of the STOP program

STOP is based on the following safety principles that have guided DuPont in becoming a benchmark in safety performance:

- All injuries and occupational illnesses can be prevented.
- Safety is everyone's responsibility.
- Management is directly accountable for preventing injuries and occupational illnesses.
- Safety is a condition of employment.
- Training is an essential element for safe workplaces.
- Safety audits must be conducted.
- Safe work practices should be reinforced and all unsafe acts and unsafe conditions must be corrected promptly.
- It is essential to investigate injuries and occupational illnesses as well as incidents with the *potential* for injury.
- Safety off the job is an important element of your overall safety effort.
- Preventing injuries and occupational illnesses is good business.
- People are the most critical element in the success of a safety and health program.

## NEW EMPLOYEES

***We welcome the following employees who joined or rejoined the Graymont team between October 2005 and March 2006.***

**Bedford**  
Daniel Cassivi  
Stéphanie Deslandes

**Boucherville**  
Marilou Desjardins

**Calgary**  
Darren Anderson  
Blaine Seitz

**Cricket Mountain**  
James Bishop  
Rick Roper

**Exshaw**  
David Camacho  
Guy L'Heureux  
Brodie Rice

**Faulkner**  
Shane Bauch  
Cory Nickel  
Benjamin Poitras

**Indian Creek**  
Eric Forrey  
Mark Mattson

**Joliette**  
Sylvie Bossé  
Sébastien Lépine

**Marbleton**  
Jean Martin

**New York**  
Thomas Church  
Timothy Dodd  
Robert Graves  
John Thew  
Brian Woods

**Pavilion**  
Daniel Buis

**Pennsylvania**  
Paul Auman  
Larry Hayward  
Darrell Sharp  
Shiaw Tseng

**Pilot Peak**  
Tim Dobbs  
Frank T. Hernandez  
Mike Kelsey  
Shane Morley  
Adolfo Ruiz  
Dell Sorenson  
Dane Sweat

**Richmond**  
Greg Ahira  
Tammie Forgo  
Michelle Nayve  
Sandra Scott

**Salt Lake City**  
Matt Guss