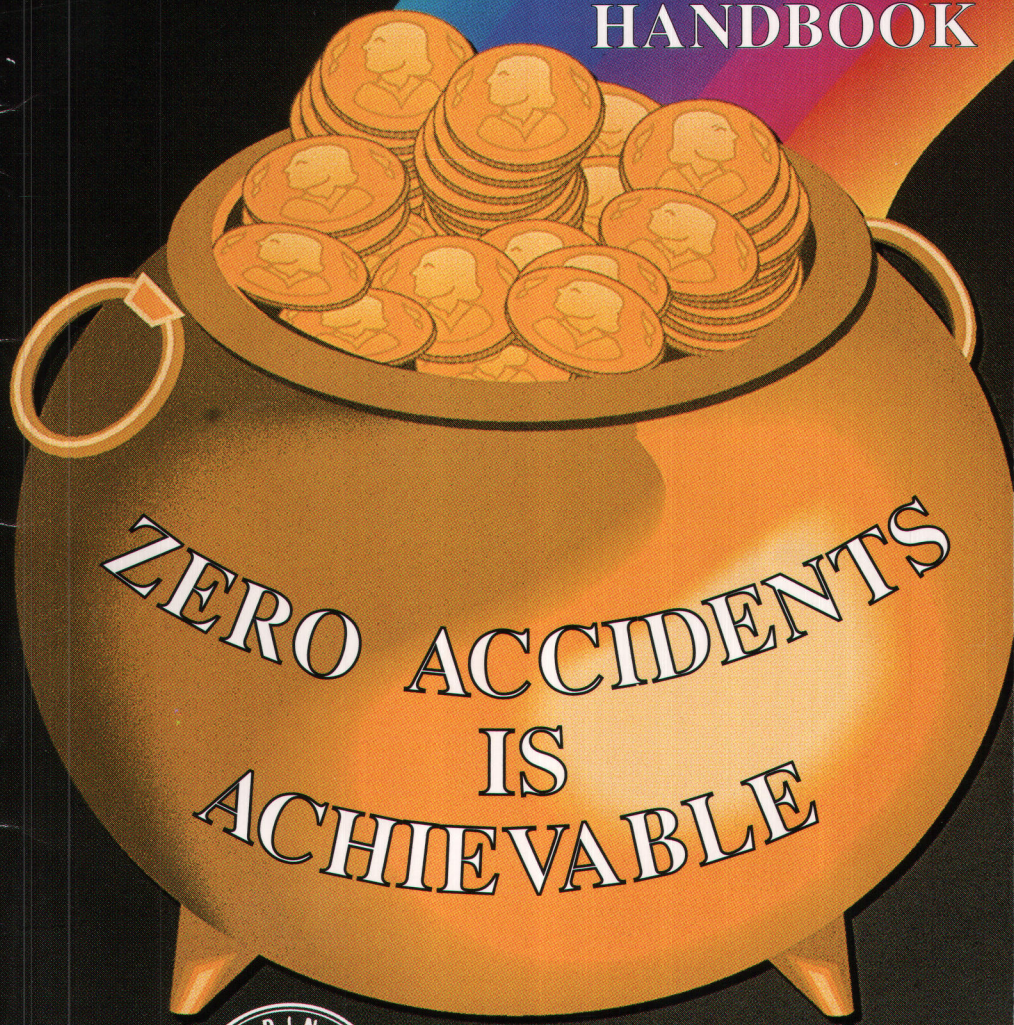




Rinker

EMPLOYEE
SAFETY
HANDBOOK



Hydro Conduit

**EMPLOYEE
SAFETY
HANDBOOK**

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Revised 06/15/95

Dear Fellow Employee:

This is our safety and health handbook. It summarizes many of our programs and offers helpful tips on working safely. I ask that you read it carefully and abide by its provisions.

Management is fully committed to providing its employees with a safe and healthy work environment. However, our success in this endeavor clearly depends on you performing your role in the entire safety program. Your actions, and those of your fellow employees, determine the level of achievement of our safety goals. Safety is a primary ingredient of your job and mine. Always strive to develop and maintain a safety conscious attitude, and encourage your fellow employees to follow your example.

As a team, we can work to provide a better workplace, and in turn, enhance the growth of the Company and the development of opportunities for all employees.

Remember...No job is so important and no task is so urgent that we cannot take the time to perform our work safely!



William L. Snyder
Chief Executive Officer

SAFETY MISSION STATEMENT

It is the mission of all divisions within Rinker Materials Corporation and Hydro Conduit of Florida, Inc. to be an industry leader in providing a safe and healthful workplace for all employees. We will be sensitive to environmental issues and abide by all applicable local, state and federal laws and regulations.

The Company will consider its mission to be met when all accidents and injuries are eliminated. Until then, the Company will provide safety training, incentives, personal protective equipment, and inspections, and require all employees to abide by appropriate safety rules and guidelines. The Company encourages active participation by employees in the safety process and welcomes suggestions and input on safety and health matters.

SAFETY SUGGESTIONS

As you read through this manual, you will probably have ideas come to mind that you feel could add to or improve our safety program. Rinker/Hydro Group is always receptive to ideas and suggestions from the employees that are related to improving the safety program and we encourage you to put these suggestions in writing and submit them to the Risk Management Department at Central. All ideas and suggestions will be considered for the next revision of the Employee Safety Handbook.

EMPLOYEE RESPONSIBILITY

Every employee is a key player in the safety process. Safe job performance is the one best way to avoid accidents and the costs associated with those accidents.

In order for the safety program to be effective, you must take an active part:

- Setting a good example for fellow employees, customers and visitors. If you see someone doing something in an unsafe manner, don't hesitate to diplomatically call the error to their attention. In safety, we are our brother's keeper!
- Reporting all unsafe conditions to your supervisor. This includes drivers accurately filling out the Daily Operator Maintenance Report.
- Promptly reporting all vehicle/equipment accidents and personal injuries to your supervisor, regardless how minor.
- Practicing defensive driving. This applies not only on the highway, but in the yard as well.
- Using personal protective equipment.
- Doing all you can to perform your job safely.
- Attending and participating in all safety meetings.
- Obeying all safety rules.
- Participating in all required safety training.

- Failure to abide by these responsibilities will subject employees to disciplinary action up to and including termination.

Remember, **YOU** are the key to safety!

GENERAL SAFETY RULES

- Report all injuries immediately, regardless of how minor. Failure to report an injury before the end of your shift may jeopardize your Workers' Compensation benefits.
- Equipment guards shall never be removed except when necessary to make adjustments or repairs. They shall be replaced immediately upon completion of the work. If a guard is not in proper condition, report at once to your supervisor. Never operate a machine unless all guards provided are in place.
- Never use defective chisels, hammers, punches, wrenches or other tools. Flying chips from mushroomed or split heads can cause serious injury. Exchange or see that defective tools are repaired. Never use a cheater bar on a come-along.
- Shut down your machine before cleaning, adjusting or repairing. Lock and tag the machine to prevent anyone from starting the machine while you are working on it.
- Do not tamper with electrical circuits or switches.
- Never stand or work under a crane or hoist load, especially in the steel yard area.
- Compressed air is to be limited to 30 psi for cleaning equipment. It is not to be used for personal cleaning.
- If a load is heavy, get help. Don't strain. Be sure your back support belt is properly adjusted.
- Learn the location and proper use of fire-fighting equipment in your department. For electrical fires, use only extinguisher approved for class C fires (carbon dioxide or dry chemical).

- If you use a fire extinguisher, report it to your supervisor so it will be recharged. Never put an extinguisher back in its bracket once it is used.
- If you see a fellow worker in danger of being injured, do not hesitate to tell them. You could prevent a serious injury, and perhaps save a life.
- Horseplay is dangerous and will not be tolerated.
- Be careful with open flames or sparks around flammable materials.
- Never ride on mobile equipment other than in the seat provided.

Violation of any safety rules will subject employees to disciplinary action.

FIRE SAFETY

Certain locations within our plants contain potential fire hazards and have been designated as NO SMOKING areas. In addition, all Rinker offices are NO SMOKING areas. It is your responsibility to know these locations and comply with the NO SMOKING rule.

Keep oily, greasy, paint saturated rags, etc. in covered metal containers. Don't throw them in normal waste receptacles. Store flammable liquids in approved, properly marked containers, and put them in their proper area.

Never pour flammable liquids into sewers or drains.

All exits and fire equipment must be kept visible and free of obstructions. Do not pile or lean materials or other objects against fire extinguisher, fire doors, or in door exit openings.

Fire extinguishers are located throughout all our facilities and in our delivery equipment. These extinguishers are dry powder extinguishers for the most part, and are rated for all fires—electrical, liquid and wood/paper.

Familiarize yourself with the location of fire extinguishers in your work area and if you change work areas, again familiarize yourself with extinguisher and emergency fuel shut off locations. Know how to use them. Most fires, if detected early, can be put out

with a hand fire extinguisher. However, use good common sense before you attack a fire and if there's any possibility of it getting out of hand, call for help before you use a fire extinguisher. Protecting Company property WILL NOT be done at the expense of employee safety.

If you use a fire extinguisher, report it to your supervisor so it will be recharged. **Never put an extinguisher back in its bracket once it is used.**

AUTHORIZED MEDICAL TREATMENT

To assure competent and accessible medical services for all of our employees and in compliance with the Florida Workers' Compensation law, we have developed for each location a panel of authorized medical providers for all on-the-job injuries. Should you injure yourself and require medical treatment, contact your supervisor immediately.

If treatment is not readily available by any of the facilities listed for your location, or if the treatment rendered is unsatisfactory, contact the Risk Management Department for another doctor. **No authorization or payment to other physicians will be made without the prior approval of the Risk Management Department.**

ALTERNATE DUTY

Should you be injured on-the-job, notify your supervisor immediately and he will send you to our authorized medical provider. When you are released by the treating physician, unless you have been hospitalized or restricted to bed rest, you **must** report to work for your next scheduled shift.

Insofar as practical, the Company will attempt to provide temporary modified duty assignments for employees injured on-the-job. These assignments will conform to all medical restrictions/limitations placed on you by the treating physician and employees are required to report to the workplace and perform these assignments. During this temporary modified duty assignment period, your regular pay and benefit contribution will remain unchanged.

DRUG POLICY

Rinker Materials Corporation is committed to maintaining a safe and healthy working environment for all employees and has established a Drug-Free Workplace policy. This policy complies with the Florida Drug-Free Workplace Act of 1988 and the proposed rules of the Department of Labor and Employment Security, Division of Workers' Compensation.

- As a condition of employment, all job applicants considered as final candidates, will be tested for the presence of drugs/alcohol.
- All employees will be subject to testing for reasonable suspicion, post-accident testing, random drug testing for CDL employees and such testing as required by applicable state or federal regulations or as deemed necessary by the Company.
- Employees or job applicants who test positive or refuse to submit to a drug/alcohol screen, will be subject to discharge and loss of Workers' Compensation medical and indemnity benefits.
- Extensive efforts will be made by the Company to insure confidentiality of all drug/alcohol screening information.
- Before and after a drug/alcohol test, employees and job applicants must complete the confidential Drug Use Information form, which notifies the employer of the use of any prescription or non-prescription medication, which may alter or affect a drug/alcohol test.
- Employees who voluntarily come forward and admit a drug or alcohol problem will be given one, thirty (30) day, unpaid Leave of Absence to obtain medical treatment. Employees returning to work after successfully completing a rehabilitation program, will be subject to unannounced follow-up testing.
- Names, addresses and telephone numbers of Employee Assistance Providers, as well as local drug and alcohol rehabilitation programs, are available upon request from your Personnel Representative.

- An employee or job applicant who receives a positive confirmed drug test result, may contest or explain the result to the Company within (5) working days, after written notification of the positive test result. If the Company deems the explanation unsatisfactory, the employee or job applicant may make an administrative challenge with a Judge of Compensation Claims, or if no workplace injury occurred, the person may challenge the test result in a court of competent jurisdiction.
- Employees and job applicants have a right to consult the testing laboratory for technical information regarding prescription and non-prescription medication.
- Additionally, employees and job applicants are required to inform the testing laboratory of any administrative, or civil actions taken pursuant to the Florida Workers' Compensation statute.
- Drugs for which an employee or job applicant may be tested include alcohol, distilled spirits, wine, malt beverages, intoxicating liquors, amphetamines, cannabinoids, cocaine, phencyclidine (PCP), hallucinogens, methaqualone, opiates, barbiturates, benzodiazepines, methadone, propoxyphene, synthetic narcotics, designer drugs or a metabolite of any of the substances listed herein.
- Employees under the terms of a collective bargaining agreement will continue to have recourse through the grievance procedure regarding the test results, or action taken by the Company based on those results.
- All testing will be pursuant to the National Institute on Drug Abuse Guidelines and Procedures.

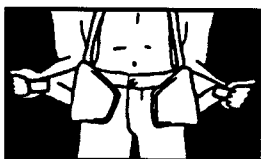
PERSONAL PROTECTIVE EQUIPMENT

Requirements for wearing personal protective equipment vary from division to division. However, there are certain items that are required of **ALL EMPLOYEES**:

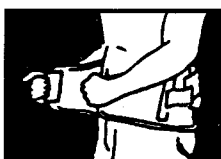
- **Hard Hats:** Must be worn at all times on Company property and job sites except in offices or the cabs of our vehicles. Only approved stickers are permitted to be placed on Company hard hats. Hard hats are furnished by the Company.
- **Back Supports:** These are required of all employees working on strenuous or moderately strenuous jobs. Nearly all operational employees are required to wear back supports. These are furnished by the Company.

Application of Back Support:

Select proper size of belt. Loosen side pulls. Place support slightly below navel. Apply firmly with overlapping velcro closure in front. Grasp adjustable side pulls and adhere to durafoam side panels.



Loosen side pulls and position belt slightly below navel.



Apply belt firmly by overlapping velcro closure in front.



Grasp adjustable side pulls and adhere to durafoam panels with desired tension.

- **Eye Protection:** Safety glasses are required in operational locations of Rinker and Hydro. Eye protection will be furnished by the Company.
Any employee functionally blind in one eye must wear safety glasses at all times.
- **Safety shoes:** Required in all maintenance shops, quarries, cement mill and cement terminals, block truck operations manufacturing facilities and steelyard operation. Each employee is responsible for providing their own steel-toed shoes. Where steel-toed shoes are not required, employees are expected to wear sturdy work shoes that provide adequate ankle support. Tennis shoes and sneaker type shoes are not permitted in operational areas. Employees are responsible for furnishing their own safety shoes.

- **Hearing Protection:** Must be worn by all employees exposed to noise above an eight hour, time-weighted average sound level of 90 decibels. This includes all block manufacturing plants. Audiometric testing is performed annually on all employees exposed to the above noise levels and communication letters apprising you of your test results as well as recommended action to prevent future hearing loss are distributed. Ear protection is furnished by the Company.
- **Work Gloves:** Required on any job entailing handling rough material (such as concrete blocks) or hot material. Gloves are furnished by the Company.
- **Respirators:** Required for welding or working in dusty environments. Throw-away dust masks, canister masks and supplied-air units are available depending on the job conditions. Annual lung examinations and training are provided for those employees who use supplied air or vapor and gas removing (cartridge type) respirators. Respirators are furnished by the Company.
- **Vehicle Seat Belts:** Furnished in all Company over-the-road vehicles and quarry and mobile equipment. Seat belts must be worn whenever the equipment is in motion.

CLOTHING

Suitable clothing must be worn. No loose clothing, neckties, etc. shall be worn around machinery. Canvas shoes, sandals, sneakers and tennis shoes are not permitted in any operational area. Shirts must be worn at all times. They should be buttoned, tucked-in and generally look professional. Shirts with weird pictures or slogans are not acceptable. Shorts, tank tops and sleeveless shirts are not permitted. The Company shares the cost of a uniform service available to employees.

Jewelry, rings, bracelets, watch chains, key rings, etc., shall not be worn when, in the supervisor's opinion, they might cause serious accidents such as loss of fingers or hands.

HEAT STRESS PREVENTION

When working in Florida climate, temperatures rise and added precautions must be taken especially during the summer months. Heat tends to increase accident potential due to such factors as the slipperiness of sweaty palms, dizziness and fogged glasses. Working in hot environments can lower mental alertness and physical performance due to increased body temperature.

Heat related disorders such as heat stroke, heat exhaustion, cramps, rash and fainting, are more likely to occur among workers who have not adjusted to working in heat. This would include those who have been away from work due to vacation, leave or illness.

Preventive steps which can be taken for all workers are: Do not lengthen rest periods, instead allow more frequent shorter rest periods. Provide a cool area for rest periods. Increase worker fluid intake to maintain balance with water loss from sweating.

In the course of a day's work you may produce two to three gallons of sweat. Most workers exposed to hot conditions drink less than needed due to low thirst drive. Therefore, you should not depend on thirst to signal when and how much to drink. Instead, you should drink five to seven ounces every fifteen to twenty minutes to replenish lost water.

The average American diet contains enough salt, even when sweat production is high. If, however, salt replacement is needed **do not use salt tablets**, but add a little extra salt to your food.

PROPER LIFTING

Our Company handles many heavy materials and working conditions often cause employees to work in awkward positions.

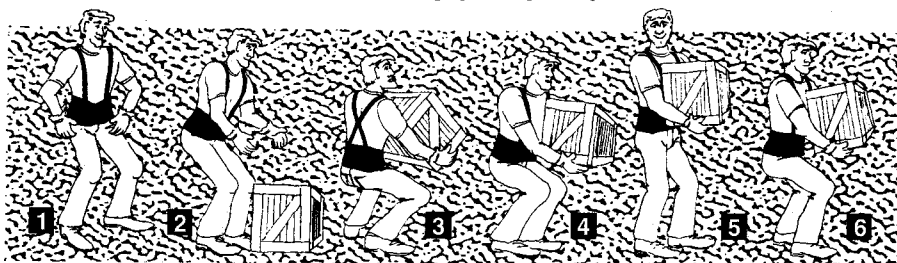
Back supports are mandatory and offer a great deal of protection during the lifting process. However, no piece of personal protective equipment can substitute for proper lifting techniques:

- Don't overextend yourself. If you feel a lifting situation may be beyond your capabilities, get help.
- Be sure your back support is snug.

- If your hands are wet or greasy, clean them or use work gloves.
- Keep your back straight and lift with your legs. Don't lean over an object and lift it by straightening up.
- Keep the object as close to your body as possible.
- If you lose your grip on the object, let it drop. Don't lunge and try to re-grip it.
- When holding a heavy object, turn by pivoting on your feet. Don't turn at your waist.

Proper Lifting Technique

Persons performing lifting and strenuous activities should follow proper lifting techniques at all times. Use of these supports is not guaranteed to prevent back injuries. This device will help keep wearer mindful to use proper lifting techniques.



1 Get firm footing. Keep your feet apart for a stable base, point toes out.

2 Bend at your knees (not at the waist).

3 Tighten stomach muscles.

4 Lift with your legs. Let the powerful leg muscles do the work, not your weaker back muscles.

5 Keep the load close to your body.

6 Keep your back upright, avoid twisting.

FORKLIFT TRUCKS AND FRONT END LOADERS

- Only trained and authorized operators are permitted to operate a forklift truck or front end loader. NO riders are allowed.
- Trucks are not to be driven up to anyone standing in front of a bench or other fixed object.
- No person is allowed to stand or pass under the elevated portion of a forklift whether the forklift is loaded or empty.
- Arms and legs should not be placed between the uprights of the mast or outside the running lines of the forklift.

- A safe platform firmly secured to the forks must be used when lifting personnel with a lift truck.
- Railroad tracks must be crossed diagonally whenever possible.
- All loads being handled must be within the rated capacity of the lift truck.
- Brakes shall be set when loading or unloading trucks, trailers, and railroad cars with a forklift.
- When leaving a forklift truck unattended, the forks are to be fully lowered, controls neutralized, power shut off and brakes set.
- Travel with the load as low to the ground as possible without blocking vision.
- Use extreme care when backing up with a forklift or front end loader. Use only pallets in good condition.
- Where provided, seat belts must be worn.
- Always operate mobile equipment at a safe speed.

WAREHOUSE PROCEDURES

- The customer is to be considered our **first priority** in loading situations, followed by Company vehicles, then vendor's trucks are to be unloaded.
- Only Company employees are to be in the warehouse or on Company equipment.
- Customers orders are to be filled by Company employees from a properly written and signed ticket.
- Cash sale tickets must be marked paid before the customer receives their material.
- Company employees should observe suitability of customers vehicle to properly carry load before they receive material.
- Customer should place and secure purchased material into their own vehicle, from warehouse loading area.

- Company employees should initial ticket before returning it to the customer.
- **Remember these are minimum guidelines to follow, common sense and safety should be our #1 concern.**

STEEL YARD OPERATIONS

Many of our ready-mix facilities have steel yard operations that fabricate custom-designed steel reinforcing bars. These operations present a number of unique safety hazards.

- The shear used to cut rebar is obviously capable of severing a hand. While the shears are well-guarded, **GREAT CARE** must be exercised when positioning the steel under the shear and activating the switch.
- Rebar stock often has burrs which can cause severe cuts. Always wear thick gloves when handling rebar.
- Watch for pinch points!
- **NEVER** position yourself under the load of a steel yard crane or forklift. Stand well off to the side of the load.
- At the end of each workday, turn the power off to the steel yard equipment and lock the control panel.

BLOCK PLANT SAFETY

The noise level in our block plants is high and, even with hearing protection, the noise sometimes overwhelms our other senses. Much of the block plant equipment is automated and can start-up at any time. Until you get used to the noise and get comfortable with the operations, be on the alert. **Be aware of your surroundings.** Be on the lookout for forklift trucks.

Safety guards around automatic equipment are to remain in place at all times during the equipment operation.

Lock-out tag-out is used extensively in block plants and is strictly enforced.

Good housekeeping is a rule in our work areas, keeping them clean of broken blocks and debris.

QUARRY SAFETY

RAILYARD

- Working in and around the railyard can be hazardous. There are frequently two or three locomotives working simultaneously in our yard. Never stand between cars or take shortcuts by passing between cars.
- Switchmen or brakemen shall precede the train when approaching a grade crossing. Always look both ways before entering the crossing and only cross the tracks at the crossing.

MOBILE EQUIPMENT

- Mobile equipment which has obstructed vision to the rear must be equipped with a backup alarm. While working, be alert for large equipment which may be working in your area. Never approach operating mobile equipment without the operator first acknowledging you.
- When mobile equipment is left unattended, the controls shall be placed in the park position, the engine or power shut off, and the parking brake, if provided, shall be set. Unattended haul trucks shall be parked with front or rear wheels in a swale or with wheels chocked to prevent rolling if the parking brakes should fail. Whenever loaders, graders, dozers, backhoes, and similar equipment are left unattended, the blades, buckets, or other accessories shall be lowered to the ground. When parked on an incline, the wheels or tracks of all mobile equipment shall either be chocked or turned into a bank or berm.

DRAGLINES / DREDGES

- When working close to a quarry face, employees shall be aware of hazards of men and equipment falling into the lake. The lakes drop off abruptly. Anyone working on the lake or at the lake edge must wear a life jacket.

- All personnel shall vacate the blast area prior to detonation of a quarry shot, to a safe distance as designated by the mining supervisor or drill/blaster.
- All excavation operators shall know and follow safe digging procedures established for the equipment and conditions at their location, as instructed by their supervisor. These procedures are designed to maximize the stability of the diggable material beneath the machine and to avoid undermining the stable slope either at, ahead of, or behind, the machine; or along the adjacent digging face, when operating near a corner.
- Climbing on the dragline boom while it is in motion is forbidden.
- All employees handling live power cables must wear leather rubber glove combination.
- Signal dragline operator and obtain his O.K. before boarding dragline.
- While dragline is operating, stand clear of cables feeding in on sheaves or drums.
- The dragline operator will not walk the machine unless he can see the assistant operator while doing so or is in contact with the assistant operator by portable radio. The exception to this rule is when in the opinion of the operator, an emergency exists.
- The dragline operator will take signals from only one designated employee. The single exception to this rule is a "STOP" signal. The operator will obey any stop signal.
- Maintain a clearance of ten feet between dragline boom and overhead power lines. If the boom should come in contact with overhead wires, the following procedures must be followed:
 - a) Stay on the machine until the boom is cleared or the power is shut off.
 - b) Keep everyone on the ground away from the machine.

- c) If you must leave the machine, LEAP away from the machine. DO NOT step off.
- Under no circumstances will the dragline operator swing the bucket over the pit or pit car while employees are working in that area. Any employee who must work in the pit must notify the dragline operator prior to starting the work.
- Oiling of rollers will be done only when the dragline operator is aware that the oiler is on the platform oiling the rollers.
- Use a life jacket at all times when checking power cables in the lake with a boat.

CRANE & HOIST SAFETY

- Only trained and authorized operators are permitted to operate any hoist or overhead crane.
- Contact your supervisor to familiarize yourself with OSHA requirements as necessary.
- Cranes shall not be altered except by authorized representatives.
- Always check rating capacity chart before attempting to lift a load. **Never exceed rated load capacity.**
- Never stand or walk under a suspended load for any reason. This applies to loads lifted by cranes, hoists, forklifts or any other lifting device.

CONFINED SPACES

Employees required to work in a confined space (e.g. bins, hoppers, silos) must have a completed Entry Permit before entering the confined space. This Permit defines the nature of the work to be done, how long it's expected to take, and the precautions taken to ensure the safety of the employee in the confined space. Precautions include making sure the atmosphere is safe, appropriate lockouts are in place, what rescue procedures are in place, who will serve as attendant outside the space and how the attendant will communi-

cate with the employee in the confined space.

Confined spaces requiring Permits are marked with signs. If you are instructed to enter a confined space that is not posted, ask your supervisor if a Permit is required.

Permits are required when welding inside a mixer drum, but not for cleaning. Permits are also not required for cleaning block plant mixers.

The confined space Permit Entry Procedure is required by OSHA and applies to all facilities except those governed by MSHA. However, cement and aggregate do have similar programs in place designed to protect workers required to work in confined spaces.

The complete Permit Entry Procedure is available for your review. Ask your supervisor.

COMPRESSED GAS CYLINDERS

- All compressed gas cylinders in storage, in transit, and whenever regulator is not in place shall have cylinder caps securely fastened in place to protect the valves.
- Cylinder valves shall be closed when cylinders are in storage, in transit or not in use. When cylinder is in use, valve wrench or wheel shall be in operating position at all times to enable flow of gas to be quickly shut off if an emergency develops.
- Cylinders containing oxygen or oxidizing gasses in storage shall be separated from cylinders containing fuel gasses by a least 20 feet or by a fire resistive partition.
- Cylinders shall be protected from exposure to high temperature, physical damage and sources of electric current.
- All upright cylinders whether in storage or in use shall be securely supported in position with cylinder straps, chains, or other approved holding device fastened to a substantial support to prevent the cylinders from falling.
- Acetylene cylinders shall be kept in an upright position when in use. Acetylene shall not be used at pressures in excess of 15 lbs. per square inch.

- Oxygen cylinders, valves, regulators, couplings, hose and apparatus shall be kept free from oil or greasy substances and shall not be handled with oily hands or gloves. Oxygen should not be directed at oil surfaces, greasy clothes or into a fuel oil or other storage tank or vessel.

LOCK-OUT PROCEDURE

A lock-out is a lock placed on the power source to a piece of equipment operated from that power source and is done to prevent the operation of that piece of equipment during repair work. Many pieces of equipment such as mixer drums have specific lock-out procedures. Check with your supervisor. In general, however, the following lock-out procedure will be followed:

- All power sources shall be deactivated and padlocked in the OFF position by each person working on or in the equipment or approaching its unguarded parts for repairing, cleaning, dressing, oiling or adjusting.
- On some occasions, it is necessary to start or stop equipment repeatedly in order to repair it. In this case, the supervisor will take charge, posting an employee at the equipment's breaker jog switch or master control panel. When starting and stopping equipment, it is essential that a means of communication be maintained at all times between the employees controlling the power supply. All employees affected must stay at their posts until the job is completed.
- Each employee involved in maintenance repair and testing will be issued a multiple lockout device and an individual uniquely keyed lock. Each lock will be identified with the respective employee's name. The use of these locks for any other purpose is strictly prohibited.
- Such locks shall be removed only by the persons who installed them.
- If machinery is energized before repair work is completed, the respective breakers must be removed, accompanied by a lockout tag or the main disconnect must be kept locked (with a company lock) until repair is finalized.

- Employees who knowingly evade the lockout procedure will be subject to termination.

PORTABLE LADDERS

All portable straight ladders shall be equipped with approved ladder shoes to reduce the possibility of the base of the ladder slipping while in use.

Portable ladders shall be inspected for defects before use. Damaged or defective ladders shall be tagged with a "Do Not Use" tag and immediately removed from service. The supervisor shall be advised of the action taken and shall be responsible for having the ladder restored to a safe condition or replaced.

Portable straight ladders shall be used at such a pitch that the horizontal distance from the top support to the foot will not be greater than one-fourth the vertical distance between these two points. This can be readily determined by using the four to one rule. The rungs on the ladder are one foot apart. The base of the ladder should be one rung-length (one foot) out from the wall for every four rungs up to where the ladder touches.

The top and bottom supports on which a straight ladder rests shall be rigid and capable of supporting the loads to be imposed.

Ladders shall be secured by such top, bottom and intermediate fastenings as are needed to hold them rigidly in place.

All portable ladders shall be of sufficient length and shall be placed so a person will not be required to reach out too far from ladder or otherwise place himself in a hazardous position while on the ladder.

Portable ladders shall not be used in passageways, doorways, drives, or other location where they may be struck by traffic or where they endanger the personnel at floor or ground level unless the area around the ladder is protected by barricades and warning signs.

RIGHT-TO-KNOW

It is your responsibility to familiarize yourself with the location of the Company's written Right-To-Know program and Material Safety Data Sheets (MSDS).

Both the Federal government and Florida have Right-To-Know laws, designed to protect employees from the effects of hazardous, toxic substances in the workplace. An extensive list of hazardous substances has been developed and include such common items as cement, admixtures, welding gases, paints, carbon monoxide, and degreasers. While it may seem that many of these items would present no health or safety hazards, they can harm you if used improperly or without knowledge of potential hazard.

Each of the hazardous substances you may encounter is covered by a Material Safety Data Sheet (MSDS). This MSDS is a technical bulletin which describes the substance, its physical properties, dangers it may present to you and safety procedures necessary when handling the material. A MSDS is available at each work location for each hazardous material used at that work location. Shortly after you start work, your supervisor will review with you the hazardous chemicals you may encounter. This training will be updated annually.

In addition to maintaining the MSDS sheets at each location, your supervisor has a written Right-To-Know plan. Remember, both are available for your review.

An OSHA Inspector has the right to ask any employee where the Right-To-Know program is kept.

DRIVER VIOLATION REVIEW

All over-the-road drivers are subject to DOT regulations, and one of these requires an annual review of the driver's record. This review will focus on the driver's accident record and any evidence that the driver has violated laws governing the operation of motor vehicles. Great weight will be given to violations, such as speeding, reckless driving, alcohol, substance abuse or any other evidence that the driver has exhibited a disregard for the safety of the public. This review may result in revocation of driving privileges if evidence is found that the driver is disqualified under the DOT rules.

Each driver is required to immediately report to management any suspension or revocation of his CDL license. In addition, the DOT rules require each driver to furnish the Company, once a year, a report of any traffic violations personally received by the driver, excluding parking citations.

SAFETY COMMITTEES AND MASS MEETINGS

Safety lends itself well to the principles of continuous improvement and employee involvement. All locations have Safety Committees established that enable employees to participate directly in the safety process. These Committees help develop agendas for mass employee safety meetings which must be held at least on a bi-monthly basis. All employees are encouraged to participate fully in the safety process.

SAFETY VIDEOS

The Company has produced a number of safety videos which are available to employees to view on Company premises or to borrow and take home and share with the family.

SAFETY AWARDS

To emphasize our commitment to safety and create a greater incentive to work safely, we have implemented two award programs as follows:

Team Safety Award Program

In recognition of a location's safe work accomplishments, when a Materials, Aggregate, Cement Division, or Hydro Conduit location achieves 90 consecutive work days (180 days in the Cement Division) without a chargeable vehicle accident or any personal injury requiring medical treatment, you will be entitled to select a gift of your choice from a catalog of pre-selected merchandise.

Annual Safe Driver/Worker Awards

This program was developed to encourage, reward and recognize individual employees with outstanding safe work performance. Any operational employee in the Materials Division and Hydro Conduit is eligible to participate in this program and must work for a five year period without a chargeable accident or avoidable personal injury to qualify. Each five year "milestone" is subject to the following rules:

- Each year in the five year period coincides with our fiscal year and begins on April 1st.
- If a chargeable accident or avoidable injury occurs within the initial three years of accumulating a five year safe period, you will forfeit any years accumulated and start over with "zero" years on the following April 1st.
- If you have a chargeable accident or avoidable injury after the initial three-year safe period, you will be disqualified for the fiscal year in which the incident occurs and two subsequent years. At the end of that time, you may resume your count toward the next five-year safe period.
- If you have two disqualifying incidents (chargeable accidents or avoidable injuries) within a three-year period, you will forfeit all accumulated years.

Eligible employees who achieve a five-year "milestone" will receive company logo imprinted hard hat decals and Award Certificates which may be redeemed from the Safety Award Program catalog of pre-selected merchandise.

SUMMARY

The key to working safely is AWARENESS! Know what's going on around you. Before every task, think about the hazards and how you can avoid them. Don't let a job get so routine that you perform it without thinking SAFETY. Don't work so fast that you take unsafe short cuts. Report any unsafe condition to your supervisor. Take responsibility not only for your safety, but for the safety of those you work with.

**REMEMBER...OUR GOAL IS NO
ACCIDENTS, NO INJURIES!.**

My signature below indicates receipt of the Employee's Safety Handbook. I pledge to read the Handbook and be responsible for understanding its contents and abiding by all safety rules and regulations.

Employee_____ Date_____

Supervisor _____

My signature below indicates receipt of the Employee's Safety Handbook. I pledge to read the Handbook and be responsible for understanding its contents and abiding by all safety rules and regulations.

Employee_____ Date_____

Supervisor _____

NOTES

[illegible]

SAFETY SLOGAN

**No job is so important
and no task is so urgent
that we cannot take the
time to perform our
work safely.**

A Company With A Mission.

At Rinker Materials Corporation, we are always aware that the portland cement we manufacture is a major element in modern construction and economic growth. Rinker is totally committed to selling the highest standards of quality.

The use of cement is so varied and widespread that people often take it for granted. Yet, we see it as a miraculous construction material, providing a unique combination of valuable advantages. When mixed with sand and rock to form concrete, cement provides our customers with a product that is: **Strong.** Able to resist the forces of nature, including hurricanes. **Durable.** Rust, rot and termite proof. **A Fire Preventative.** An advantage in safety for people and property. **Versatile.** Able to be molded into nearly any shape or size, a major advantage in both engineering and design aesthetics. **Abundant.** Produced from natural materials that are in no danger of depletion, unlike lumber. **Economical.** Poured for pound the cheapest major building material.



Building In Quality - Our Full-Time Job.

We supply quality products and services to the construction industry in the southeastern United States. At Rinker Materials, our success must be based on the continuous improvement concept of "building in quality."

Our business is manufacturing and distributing cement, providing environmentally sound resource recovery services, and transporting cement and construction products.

We focus on satisfying our customers' requirements and developing new customers through our multipurpose cement manufacturing operations, strategically located terminals, and extensive transportation networks. We are committed to developing customer-driven products and services.

Our continuing success will be based on our total dedication to our customers, employees, suppliers, shareholders and our communities.

Our Laboratory Controls Quality At Every Step.

Tests conducted at every step of the manufacturing process, from raw materials to finished product, ensure our customers the highest quality cement.



Rinker

1200 N.W. 137 Avenue
Miami, FL 33182
P.O. Box 650679
Miami, FL 33265
(305) 221-7645
Fax (305) 223-5403

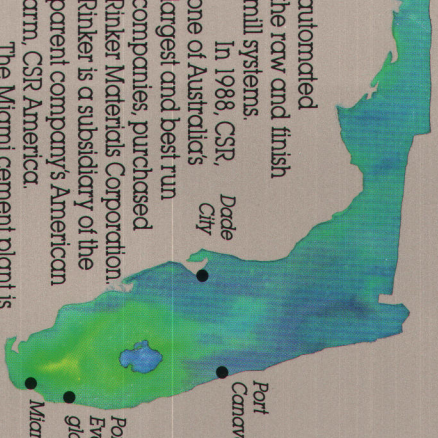


Rinker

**A Major
Florida
Producer
Dedicated
To Building
In Quality.**

A Major Force In The Florida Construction Industry.

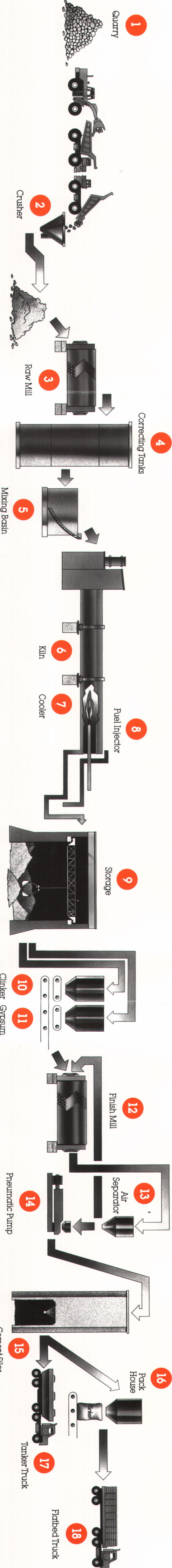
Our cement manufacturing plant started production in July 1958. Purchased by Rinker Materials in 1976, the plant went through a 10-year expansion and modernization program to achieve the goal of optimizing efficiency and quality. An example is the process computer which



automated the raw and finish mill systems. In 1988, CSR, Dade County, one of Australia's largest and best run companies, purchased Rinker Materials Corporation. Rinker is a subsidiary of the parent company's American arm, CSR America. The Miami cement plant is located on 3400 acres of land, 150 of which are used for cement operations. The land is rich in oolitic limestone which is the major ingredient in our cement manufacturing process. Additionally, the Cement Division has two import terminals and four transport terminals. The import terminals are located at Port Everglades (Fort Lauderdale) and Port Canaveral. This diversity affords Rinker the ability to provide timely service to our customers.

The Rinker Tradition Of Environmental Care.

The Rinker environmental ethic has been a force within the company for decades. You can see it at our plant and terminals

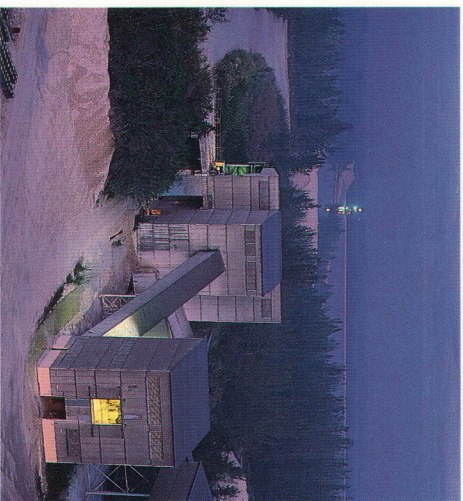


Rinker Manufacturing: From Solid Rock, Through Tremendous Heat, To A Super-Fine Powder Called Portland Cement.

Raw Materials.



The essential ingredients of portland cement are: calcium, silicon, aluminum and iron. The major component, calcium carbonate, comes from the limestone we excavate from our quarry. To achieve the ideal chemical composition, quantities of other materials are added to the rock. Examples of other materials utilized in this process are: bottom ash slag, flyash, bauxite, staurolite, and silica sand.



The rock is crushed and conveyed to our cavernous materials storage building.

Excavating, Crushing And Storing Rock.

At our quarry, blasting shatters the rock. A large walking dragline with a 10-cubic-



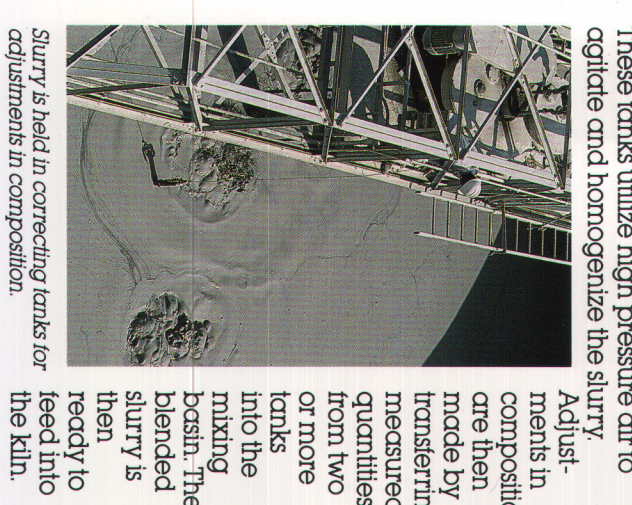
A walking dragline removes the quarry rock from below the water.

Raw Grinding.

Materials moved from storage by the traveling cranes into raw mill feed bins are delivered through computer controlled proportioning feeders to the grinding mills. There, water is added and the materials are ground by steel balls into a thick creamy liquid called slurry. The slurry is held in correcting tanks while laboratory testing determines the final adjustments necessary to assure a quality product.



A process computer controls the raw and finish mill systems.

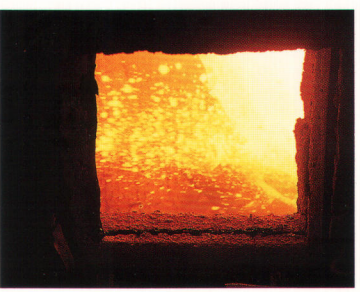


These tanks utilize high pressure air to agitate and homogenize the slurry. Adjustments in composition are then made by transferring measured quantities from two or more tanks into the mixing basin. The blended slurry is then ready to feed into the kiln.

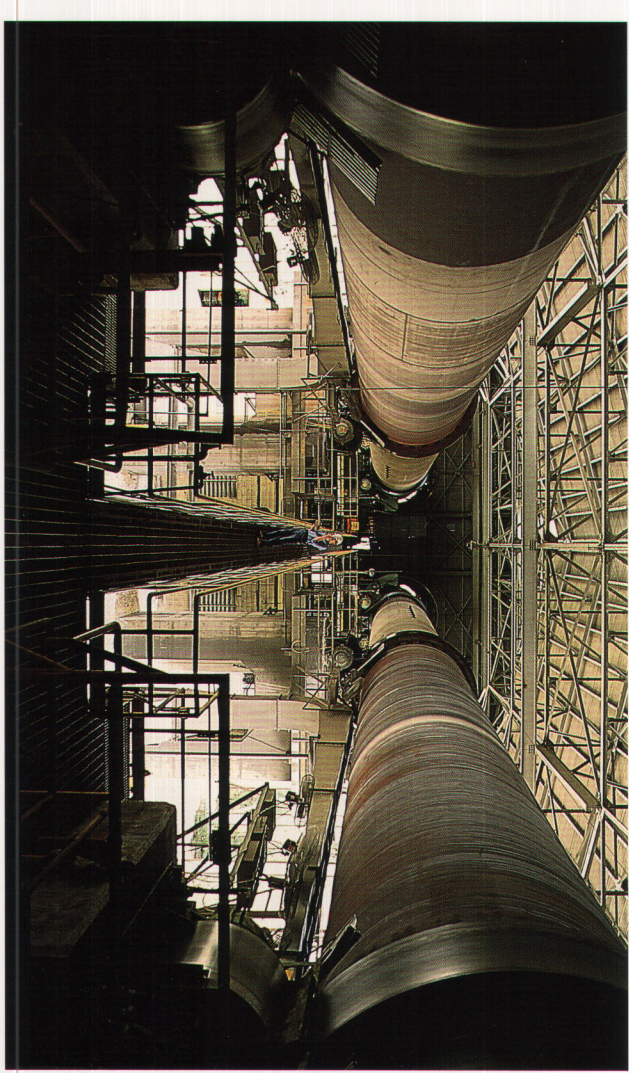
Heat Transforms The Slurry To Clinker.

The cement kiln has been called the world's largest piece of moving industrial equipment. Rinker's kilns stretch side by side like giant tubes, 475 feet long and 12 feet in diameter. They rotate constantly at about 1 1/2 revolutions per minute. The internal temperatures are even more impressive than the size. Temperatures exceed 2800 degrees Fahrenheit. This is 20 percent hotter than a steel mill and 40 percent hotter than a power plant using fossil fuel.

Special refractory bricks line the inside of the steel tubes to protect them from the destructive temperatures. The fuel that produces the heat



Under the intense heat of the kiln, the material undergoes a chemical reaction.



Each of the twin kilns produces 850 tons of clinker a day.

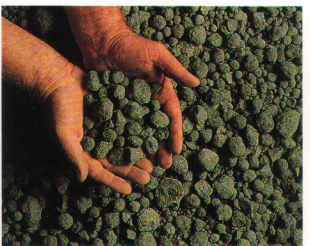
(approximately 300 tons of coal per day) is injected at the discharge end of the kiln. A portion of this fuel can be replaced by used oils and even discarded vehicle tires.

These recyclable materials provide an excellent fuel source while allowing us to dispose of environmental nuisances. We also can burn natural gas.

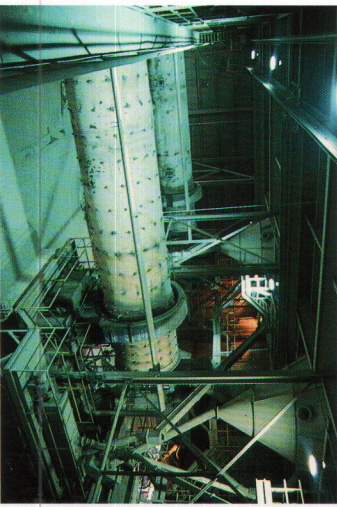
The slurry is fed into the cold end of each kiln by feeders synchronized with the kilns rotation. As this rotation moves the slurry down the kiln, it enters the chain system. Long chains hanging like curtains transfer the heat from the slurry stream to the slurry. Prior to reaching the white heat of the burning zone, the dried material undergoes a

Clinker Becomes Cement At The Finish Mills.

Pollution control devices such as electrostatic precipitators and baghouses (giant filters), clean any gasses before they are released into the atmosphere.



The newly-formed chemical compounds are called clinker. They are small as 1/25,000 of an inch. The cement is so fine that it will pass through some membranes that can hold water.



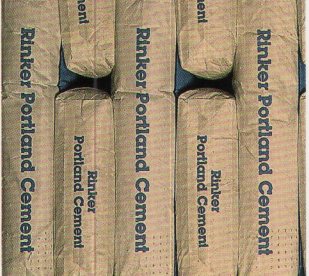
An air separator removes coarse particles, resulting in the powder known as portland cement.

We store the cement in our 30 concrete silos, each with a capacity of 2,500 tons.

We Distribute Our Product.

At our Miami terminal we have systems for efficient shipment of either packaged or bulk cement.

For package loading, cement is pumped to the auxiliary storage bins at the packhouse. Packing machines automatically fill the bags and stack them on pallets to be loaded on flatbed trucks for delivery.



To load bulk cement, special tank trucks are filled on automated scales under the storage silos. Cement flows into the trailers through air slides and dust-free loading spouts.



Tank trucks are filled from our 30 storage silos, each with a capacity of 2,500 tons.

A truck can be loaded, weighed, washed and ready for transportation in less than 10 minutes.

Quality Products From Rinker Materials.

Type I	Masonry	White Portland
Type IP	Masonry	White Masonry
Type II	High Strength	
Type III	Sluico	
	Roof Tile	

been reduced 36 percent. Quality team members achieved the time savings by having trucks pre-charged and pre-batched before drivers arrive, moving trucks closer to the office to eliminate walking distances, and having drivers sign in from their radios rather than at the office.

Associated Sand & Gravel. The Everett plant's equipment maintenance department improved efficiency in routine work by scheduling two mechanics, one on the top of the truck, the other underneath. A team in the pipe division helped develop a flush wall concrete pipe for microtunneling, an emerging construction method in the northwest.

Hydro Conduit. Partnering efforts with a prospective customer by the Napa, Calif., plant staff helped 54-in., reinforced concrete pipe best an initial fiberglass specification for a Hawaii tunneling project. Staff applied the team concepts and customer identification skills from BIQ sessions to discussions with the job's contractor and engineer, which was shared the concern and liability of having to install a plastic pipeline by jack method. At Hydro Conduit/Indianapolis, a Structure BIQ Team seeking more tonnage per man hour on a wetcast line noted scheduling and communication lags, an undersized pouring bucket, worn out equipment and outdated drafting methods which, when corrected, allowed reduction of the crew from five to three men, with two employees reassigned.

American Aggregates. In the spirit of BIQ, the division's Ohio Region Safety Team, consisting of members from three sand & gravel operations, detailed 38 items for correction at the Marble Cliff Quarry. The jury was not out long on the staff's immediate corrective measures, as a federal inspector made an unannounced visit to the site a few days later and left without issuing a single citation.

WMK Materials. Aside from returning to profitability this past year, the division has used BIQ principles in sales and quality control to land business with better concrete contractors serving Las Vegas who previously dealt with other suppliers. Customer-specific actions have included improved blending of natural sand and manufactured sand to keep WMK's ready-mix quality and consistency in line with the rest of the market.

Recession reflection

The quality quest arose during the 1990-1991 recession, which followed CSR America's \$1.2 billion in deals for Rinker Materials (July 1988) and ARC Materials (January 1990). Smaller acquisitions followed in markets subsidiaries serve. "We maintained reasonable profitability in most operations all along, but after slash-

ing costs and taking other measures common in a recession, didn't have much of an answer as to what we were doing or where we were going," says Clarke.

"We visited Federal Express and Motorola, which had implemented TQM, and were a little appalled when we compared what they were doing to what we were doing." Closer to the concrete and aggregates industry, management also took note of the Total Quality program California's Granite Rock Co. had instituted with great success.

Weighing its investment and market strengths in the U.S., and overall potential in North America, CSR America opted for BIQ, which was tied to a similar effort throughout the Australian and Asian businesses of Sydney-based parent company CSR Ltd. Included in a BIQ proposal from Clarke and fellow CSR America board members was a provision for up to \$300 million in major plant investment over the six-year period. The financial commitment would accommodate reasonable quality-related investment and upgrades without ignoring the bottom line.

Amid such developments, CSR America's profits increased to more than \$80 million (U.S.) on sales of \$900 million in YEM '94. Clarke projects that profits will be up 30 to 40 percent this coming year, with Rinker Materials and Hydro Conduit serving as the main growth vehicles. Rinker enjoys a solid position in Florida, whose market has picked up again, while Hydro Conduit is the prime outlet for developing new concrete products and getting them into the market.

As BIQ settles in and additional acquisition opportunities arise, Clarke envisions a CSR America with a few geographic regions, much like what was set up in April of this year at the headquarters offices of major subsidiaries. "The strengths from geographic concentrations are greater," he says. "Synergies with customers and communities where plants are located add up to more market strengths." Along with the geographic strategy there will be a push of the CSR name, as evidenced in BIQ materials, company periodicals and letterheads.

CSR America will inherently draw attention due to its size and ambitious agenda. But Clarke and his quality teams would like attention for other reasons. "During the formation of BIQ, we asked 'What does it mean to be the leading quality company?'," he says. "We all agreed that we'll have the answer when peers in the industry look to our example."



BIQ Processes

Improvement

- Identify Output
- Identify Customer Expectations/Requirements
- Translate Expectations Into Intentions/Supplier Specifications
- Identify Steps in the Work Process
- Select Measurements
- Determine Process Capability
- Evaluate Results and Standardize

Problem Solving

- Identify and Select Problem
- Analyze Problem
- Generate Potential Solutions
- Select and Plan Solution
- Implement Solution
- Evaluate and Standardize

From Leadership Through Quality, Quality Improvement Process Workbook, Xerox Corp.

CSR America, Inc.
945 East Paces Ferry Road
Suite 2110
Atlanta, Georgia 30326
(404) 237-8811

Hydro Conduit Corporation
16701 Greenspoint Park Drive
Suite 350
Houston, Texas 77060
(713) 872-3500

American Aggregates Corporation
6450 Sand Lake Road
Dayton, Ohio 45414
(513) 454-1128

Rinker Materials Corporation
1501 Belvedere Road
West Palm Beach, Florida 33406
(407) 833-5555

Associated Sand & Gravel
6300 Glenwood Avenue
Everett, Washington 98203
(206) 355-2111

WMK Materials
6075 S. Eastern Avenue
Suite 10
Las Vegas, Nevada 89119
(702) 798-3900

Concrete products

September 1994 A Maclean Hunter Publication

Quality management

CSR America Welds New Processes

Plus...

Livingston-Graham
GFRC Cladding Systems
Lewis Rock & Redi-Mix
Reclaimer Bonanza
Environmental Coalition

A quality manifesto

After transforming the ranks of domestic concrete producers into the big one and the little 8,000-and-some, CSR America embraces "continuous improvement of processes, products and services."

by Don Marsh

Reign is in the forecast for the country's largest ready-mix, block and pipe producer and fourth largest aggregate source.

Yet CSR America, which created the first large scale, U.S., concrete entity with sales approaching \$1 billion by bringing American Aggregates, Associated Sand & Gravel, Hydro Conduit, Rinker Materials and WMK Materials under one umbrella (note chart), is not thinking throne solely in terms of size. And the vision statement for its new Building In Quality (BIQ) program leaves little doubt: "CSR America will be the leading quality company in the building and construction materials industry in North America, committed to fully satisfying customer expectations and to pursuing continuous improvement to achieve world class performance."

BIQ is a sweeping revenue, staff training and operations initiative for a company with more 5,200 employees in ready-mix, concrete products, cement, aggregates and asphalt.

"We have a five-year timeline to become

the quality leader," says David Clarke, CEO of Atlanta-based CSR America. "BIQ is driving everything in our organization. It is the catalyst to build revenues and profits, separate our operations from strictly commodity businesses and create regional centers with strong product mixes and customer and community ties."

By "YEM '98," or year ended March 1998, BIQ charges that quality leadership will be fully established and that subsidiaries will have revenues of 20 percent or more from sources other than present products and services. Through plant investments and additional acquisitions, CSR America is also projecting annual sales growth of \$100 to \$200 million toward the end of decade, Clarke affirms.

In ready-mix and precast concrete terms, BIQ pegs issues that weigh heavily on most owners: reduced idle time for trucks and drivers; increased tons per

man hour; better quality control measures for mixing and testing; accident-free operations; and business relationships with customers who want more than the lowest

price. To that end, the program borrows from the widely known total quality management (TQM) method, which has been linked to turnaround at major U.S. firms and the universally envied models Japanese firms set up after World War II.

TQM is a systematic approach to service and manufacturing businesses, noted for setting guidelines in dealing with customers and suppliers; forming and empowering teams to identify and eliminate obstacles to quality in production; closely tracking customer and employee satisfaction; and using statistical processes to fine tune operations. BIQ contains language and structure of the Xerox Corp. quality example and the late W. E. Deming's 14 points for management, which promote a management/employee team concept. Point 1 of the model's 1986 version sets the tone:

"Create constancy of purpose toward improvement of product and service with the aim to become competitive and to stay in business, and to provide jobs." That point and others carried into a revised method Dr. Deming published in 1990 (note Deming chart, page 24).

Quality management is formulated on a rigorous system of internal and external surveys, sales and operations benchmarking, monthly key performance monitors, and customer and supplier outreach. Observes CSR America's Richard Peacock, CEO, "Through Building In Quality, we have a basis to determine whether all forces are working together to deliver a product and achieve customer satisfaction. Documentation allows us to quickly act on barriers to service and quality."

Management appears to be limiting the TQM rhetoric in BIQ to items truck drivers and

CSR America

1993 Production

Ready-Mix 5.5 million yd.
Pipe 1.9 million tons
Block 22 million
8-in. equivalents
Crushed Stone 20 million tons
Sand & Gravel 30 million tons

Multiple Plant Operations/Acquisitions

American Aggregates Indianapolis
Forty-one sites in Indiana, Michigan and Ohio; acquired in ARC America deal, January 1990

Associated Sand & Gravel

Everett, Wash.
Four ready-mix, two concrete pipe and four aggregate operations in Washington; acquired in ARC America deal

Hydro Conduit

Houston
Twenty-eight pipe, prestressed and utility precast operations in 20 states; acquired in ARC America deal

Rinker Materials

West Palm Beach
Sixty-six ready-mix, 18 block and six aggregate operations, plus a cement plant and two import terminals; all in Florida. Acquired in July 1988

WMK Materials

Las Vegas
Five ready-mix, block, building material and aggregate operations around Las Vegas; ready-mix and block operation in Bullhead City, Az.; acquired in ARC America deal

Other Acquisitions

All Star Ready Mix Las Vegas
Basic Ready Mix Las Vegas
Capitol Concrete Pipe Baltimore

City Ready Mix Tampa, Fla.

Claussen Concrete Augusta, Ga.

Conolly/Delaware Quarry Columbus, Ohio

Deerfield Sand & Mining S.C.

Rempel Concrete Everett

SMC Pipe Houston

Fierd Industries New England Region

Quail Pipe Texas & Arkansas

Crego Block Albuquerque

Headquarters Office Atlanta

Policy and consolidation of all field data.

Regional Head Offices Dayton

American Aggregates headquarters; covers pipe, prestressed and aggregate operations in Ohio, Michigan, Indiana and Kentucky.



Everett, Wash.

Associated Sand & Gravel headquarters; oversees ready-mix, concrete pipe, aggregate and asphalt operations in Washington, Oregon and Alaska.



Houston West Palm Beach

Hydro Conduit headquarters; oversees pipe plants in 16 states and Southern Aggregates' ready-mix, block and aggregate facilities in Georgia and Florida.



Las Vegas

WMK Materials headquarters; oversees ready-mix, block, building materials and aggregate operations in Nevada and Arizona.



West Palm Beach

Rinker Materials headquarters; covers all ready-mix, block, pipe and aggregate production and building materials distribution in Florida.



A quality manifesto

Deming's 14 points for management

Revised January 1990

1. Create and publish to all employees a statement of the aims and purposes of the company or other organization. The management must demonstrate constantly their commitment to this statement.
2. Learn the new philosophy, top management and every body.
3. Understand the purpose of inspection, for improvement of processes and reduction of cost.
4. End the practice of awarding business on the basis of price tag alone.
5. Improve constantly and forever the system of production and service.
6. Institute training.
7. Teach and institute leadership.
8. Drive out fear. Create trust. Create a climate for innovation.
9. Optimize toward the aims and purposes of the company the efforts of teams, groups, staff areas.
10. Eliminate exhortations for the work force.
- 11a. Eliminate numerical quotas for production. Instead, learn and institute methods for improvement.
- 11b. Eliminate Management by Objective. Instead, learn the capabilities of processes, and how to improve them.
12. Remove barriers that rob people of pride of workmanship.
13. Encourage education and self-improvement for everyone.
14. Take action to accomplish the transformation.

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dispatchers, accounting clerks, forming crews, crane operators and other staff can appreciate: increased customer satisfaction, job security, responsibility and input on daily tasks and procedures. Moreover, Clarke notes in a recent program update, managers behind BIQ are ap-proaching staff with the thought to "play more the role of a coach than a boss."

Quality set in stone

BIQ instills a new way of doing business in 210 ready-mix, block, pipe, precast/prestressed, aggregate, cement (Rinker), and asphalt and paving (Associated Sand & Gravel) units across the U.S. It kicked off in late 1992 with the appointment of a Lead Quality Team consisting of American Aggregates' Geoff Harris, president; Associated Sand & Gravel's Mike Donohoe, president; Hydro Conduit's Peter James, president; Rinker Materials' Bill Snyder, president; WMK Materials' Ennis Jordan, president; and from the corporate office, Clarke, Peacock and John Barry, vice president of human resources. Program point man Scott Playfair joined the Atlanta headquarters staff in a newly created title, vice president of quality.

A TQM practitioner whose resume included a tour of duty at Aluminum Company of America, Playfair charted an implementation plan and BIQ goals encompassing eight-step improvement and six-step problem solving processes developed at Xerox (note Process-es, opposite page). The ball began to roll in early 1993:

- Upper management was introduced to the program through BIQ Awareness Training sessions. A schedule was drawn for training all staff in quality issues and forming quality teams for plants, divisions, subsidiaries and across subsidiaries.
- The Lead Quality Team, which Clarke heads, received leader/facilitator training after a company-wide BIQ awareness day. Sessions prepared management to handle scheduling and planning for BIQ implementation, formation of quality teams and councils, and to assist in unveiling the program.
- Formal methods were established for subsidiaries to survey customers and employees on satisfaction and areas for improvement in procurement, production and delivery. Additional methods were developed for plant managers and teams to track figures needed for sales, production, quality and safety benchmarks.
- A system of benchmarks was drawn, with a sample to guide managers and quality teams. In one instance, a plant or division would target a certain percentage improvement in customer satisfaction over a year's time, which in turn could be linked to higher revenues and profits.

- By spring 1994, a majority of staff had gone through training sessions. Quality teams and councils were formed throughout the subsidiaries and began logging successes and sharing results across the company.
- Internal publications were developed for all staff to support BIQ implementation, including a pocket guide detailing improvement and problem-solving processes, team protocol and practical examples to follow in applying quality management.

- Program implementation was tied into a new reporting system for accidents and regulatory compliance. That system is now overseen by managers from divisions or regional offices who apply BIQ to safety and environmental benchmarks. They function as cross subsidiary teams reporting to the board's Environmental, Occupational, Health and Safety Committee.
- "The first major step in BIQ was to make all employees aware of quality management and find those interested in helping with teams," notes Playfair. "Once teams were formed for plants, divisions or subsidiaries, we were able to plan cross-subsidiary teams to spread ideas and information." Quality teams at the plant level on up are now meeting in weekly to monthly intervals. Planning is also underway for a 1995 BIQ celebration conference, at which the best teams across CSR America will gather to study successes and new goals.
- "Each year we are identifying the most important areas in improving overall customer satisfaction and will set different goals accordingly up to 1998," Playfair adds. YEM '95 goals, for example, are:
 - Total Customer Satisfaction
 - Through World-Class Performance
 - Energized and Empowered People
 - Through Leadership
 - Introduction of Successful New Products and Services
 - World-Class Operations Through Company-Wide Measurement

Early results

BIQ has spurred sales and operation gains across the five subsidiaries and is credited in part with \$10 million in productivity improvements and cost savings CSR America reported for YEM '94. "The first two years of quality management programs tend to run themselves," Peacock explains. "This past year has been one of more improving than anything else. We will really get into growth issues next year and beyond."

For the time being, he cites a few positive early indicators surrounding BIQ:

Rinker Materials. Drivers' elapsed time at a northern Florida group of ready-mix plants has

Rinker Materials Substitution

SR
Paul
9/2/93

Your
Contaminated
Oil Can Be
Recycled
As Our
Productive
Energy.



Rinker Materials Substitution

1 800 226-7647
(305) 221-7645
P.O. Box 650679
1200 N.W. 137th Avenue
Miami, FL 33182

C

ontaminated oil presents one of the most controversial disposal problems in the

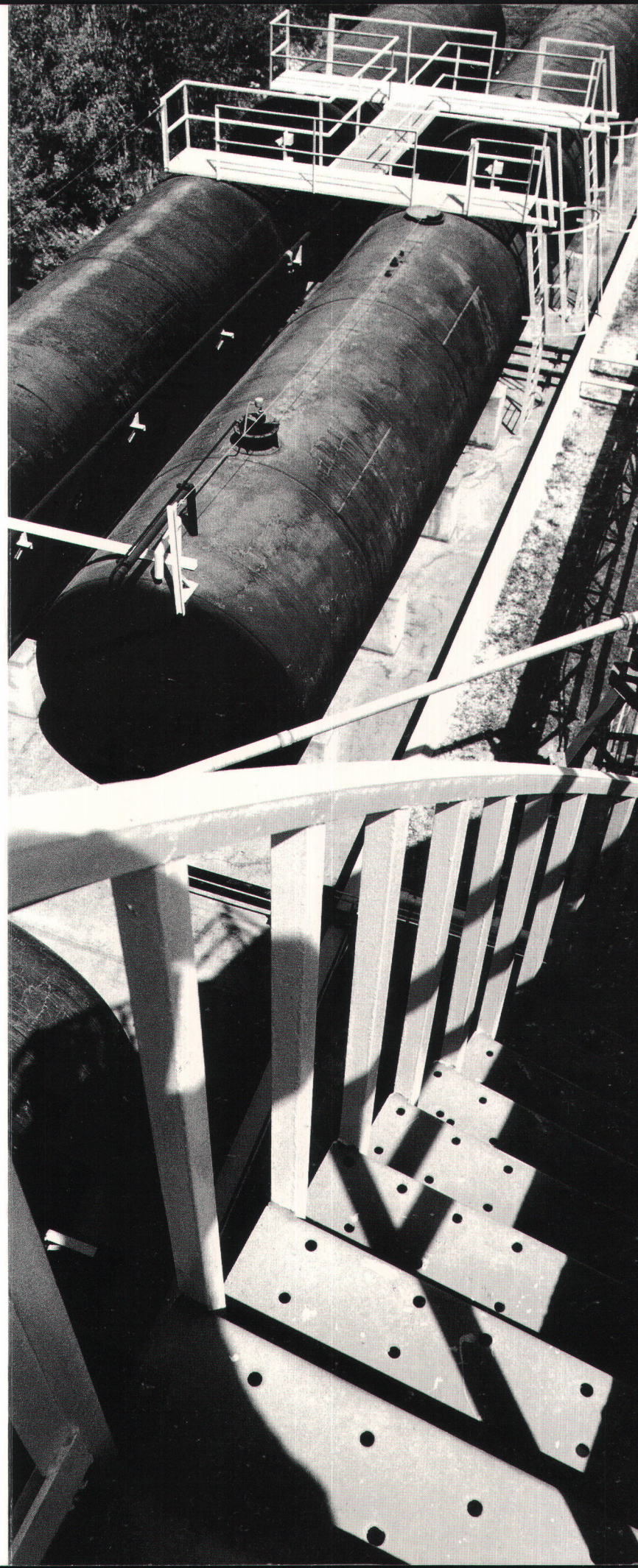
United States. Rinker Materials Substitution, Inc., offers an ideal solution to the problem.

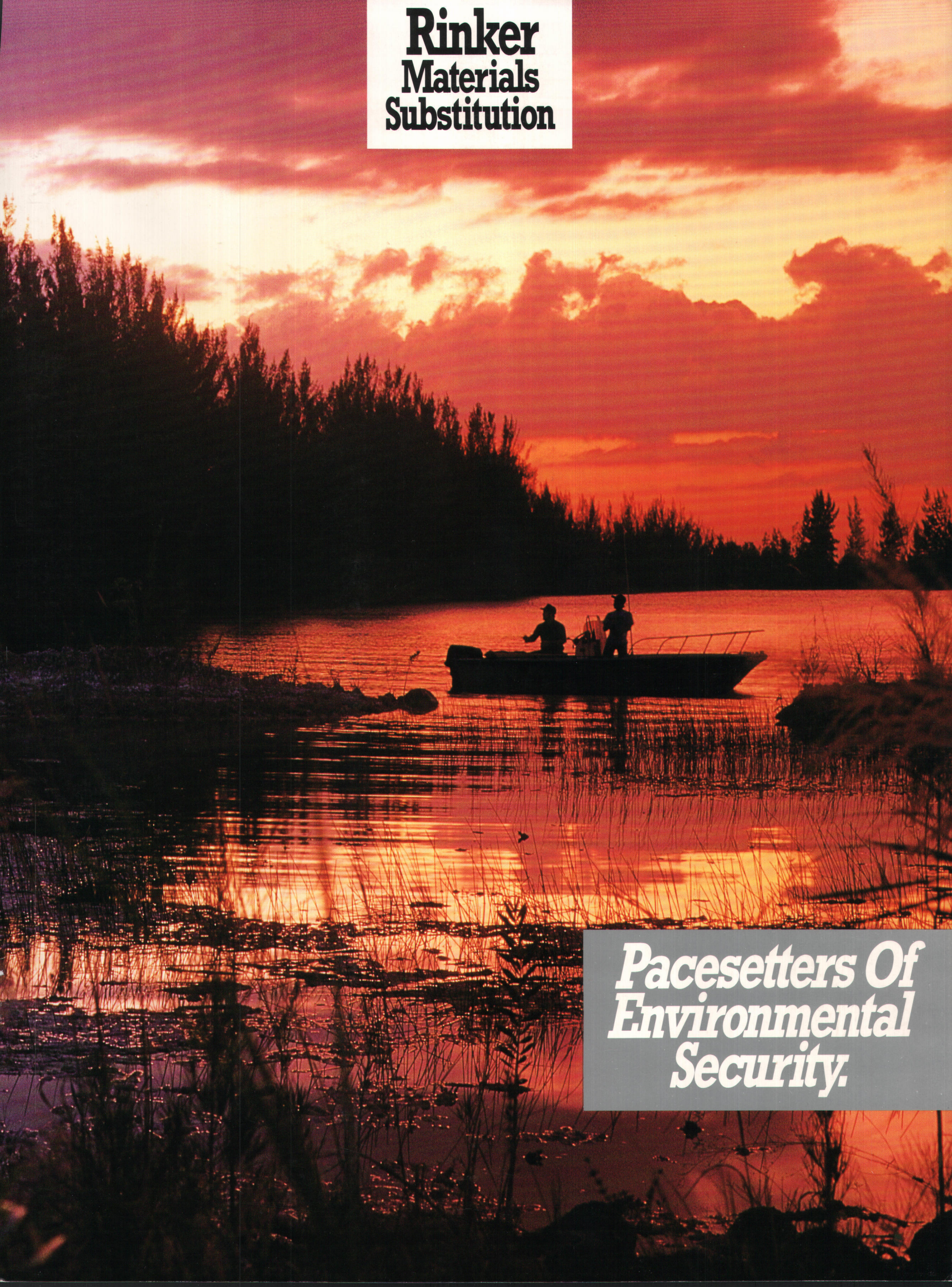
Most of these oils have been drained out of vehicles. They come from neighborhood collection centers, service stations, tanks, and spills. About 90 percent of the contaminated oils we recycle come from the transportation industry.

At Rinker Materials Corporation's cement plant, we burn 300 tons of coal a day. The waste oil is used as a supplemental fuel which we substitute for part of the coal. Converting these oils to productive energy reduces the use of fossil fuels, which are irreplaceable resources.

Under the intense heat of the kilns, organic materials are destroyed. The inorganic materials are rendered inert and are recombined with other raw materials in the system to form clinker, a benign product.

If you'd like to know that your waste oil is being recycled in the most ecologically desirable way, find out about the Rinker Materials Substitution, Inc. program. Call Michael Vardeman or Dave Marple.



A full-page photograph of a sunset over a calm lake. The sky is filled with vibrant orange and red clouds. In the center, a small boat with two people on board is silhouetted against the bright horizon. The water reflects the intense colors of the sky. The foreground is dark, with silhouettes of reeds and trees. The overall mood is peaceful and serene.

Rinker Materials Substitution

***Pacesetters Of
Environmental
Security.***

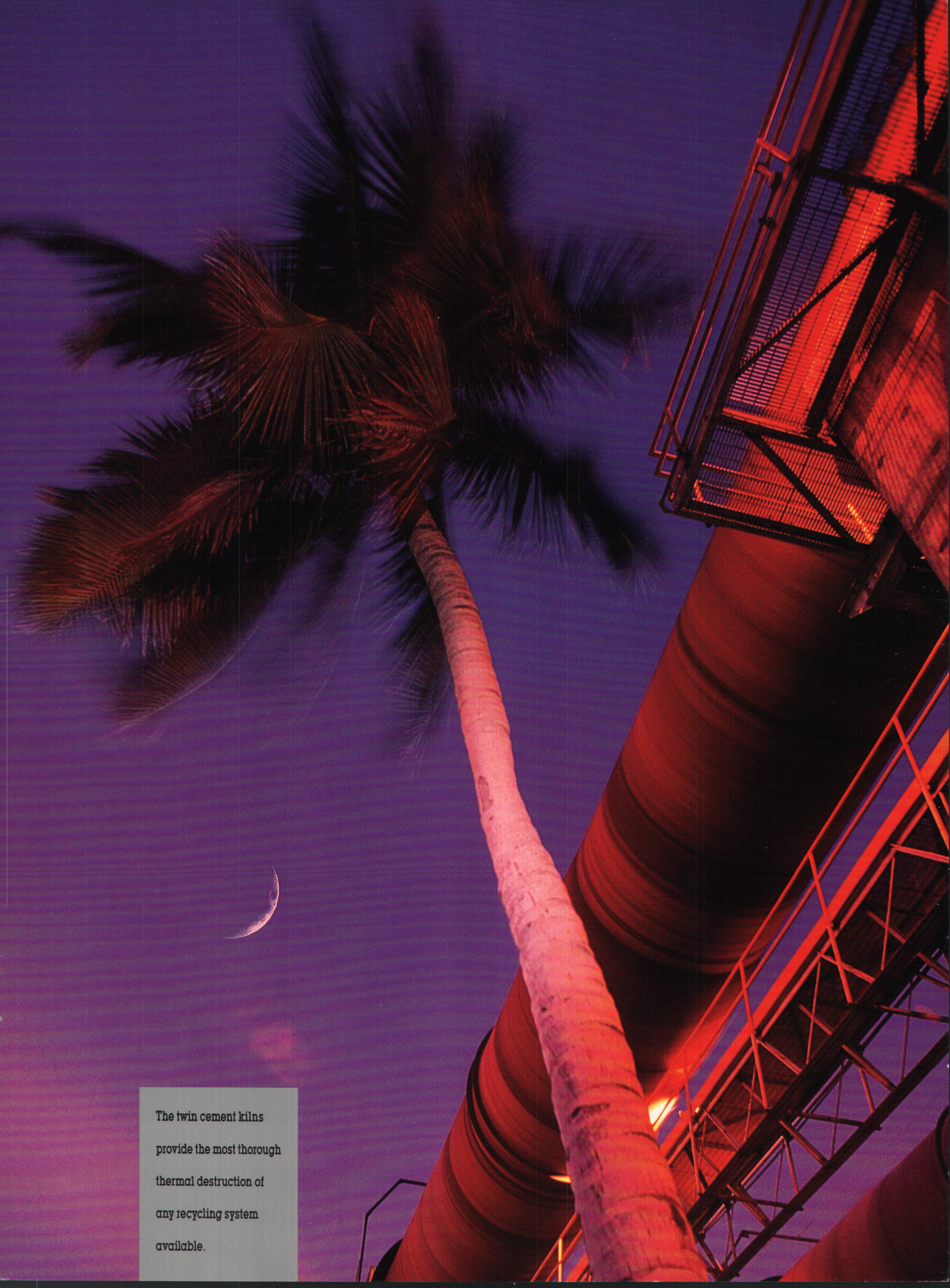


A^t Rinker Materials


Corporation, the environment is a leading concern. The company always assesses the environmental effect of what it does.

You can see the results in the beautiful, clear fishing waters of its limestone quarry, in its recycling of waste materials, and in the services we offer to other environmentally concerned companies that want to dispose of their petroleum-contaminated materials in our ecologically sound manner.

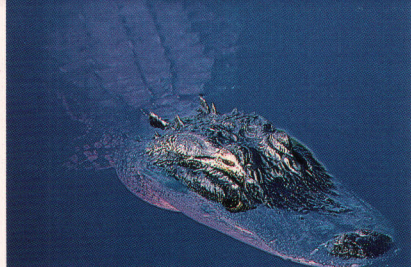




The twin cement kilns
provide the most thorough
thermal destruction of
any recycling system
available.



With kiln temperatures
exceeding 2800 degrees,
no residue remains to
be deposited in landfills.



For many years, Rinker has recycled materials at its large cement plant in South Florida. Very little material leaves the facility to be disposed of elsewhere.

Through decades as a pioneer of environmental security, Rinker has gained experience at tending the environment. Building on that experience, it has formed Rinker Materials Substitution, Inc., a separate corporation focused on the disposal of petroleum-contaminated soil, oil and water generated by companies that are, themselves, environmentally conscientious.

Our recycling of contaminated materials is non-intrusive to the environment. We convert them to productive energy and useful raw materials, leaving no ash or other residue to dump in landfills.

We are able to do this because of the Rinker cement plant's two large rotating kilns, each of which produces 850 tons of clinker a day, to be used in making portland cement.

Scientific research in Europe, Canada and the United States has established that cement kilns offer unequalled advantages in the elimination of contaminated materials. Cement kilns provide an unmatched combination of high temperatures (exceeding 2,800 degrees F), long residence times and material agitation. This combination destroys organic matter. The inorganic materials are rendered inert as their molecules recombine with those of other raw

materials to form clinker, a benign glassaceous product used to make cement.

These processes are monitored with the most advanced computer and laboratory equipment. A new \$1.5-million afterburner enables Rinker to exceed all state requirements for the destruction of volatile organic compounds. This air pollution control equipment keeps the operation in the forefront of emissions reduction.

In processing your contaminated materials, we exercise the same consideration for the environment with which Rinker is operated. That means you can be sure you're ecologically responsible.

Your contaminated soil
is recycled and
becomes our raw material
for producing cement.



What's more, because our methods totally consume those materials, you also can be sure that you're protected against future liability.

The largest tanker can fit on this impermeable concrete pad, protecting the ground from contaminated oil and water.



A Unique Reception Center For Contaminated Soils.

When soil at a service station becomes contaminated, the station operator or oil distributor wishes it would disappear. The closest thing to that is the way we recycle soils.

Some companies that accept these soils turn them into clean fill. Our recycling process is more thorough. We convert these materials into clinker, which is used to make cement. This process involves a breakup and recombination of molecules, so that the original soils become a new and distinct product.

A unique advantage we offer is our ultra-modern building for soils reception and screening. Designed and built to ensure optimal environmental security, there is none other like it in the industry.

The biggest trucks can dump here free of obstacles. With the enormous number of loads we can handle in a day and Rinker's ability to process this kind of material in its kilns, we can quickly handle any shipment of contaminated soils that meets receiving guidelines and acceptance criteria.

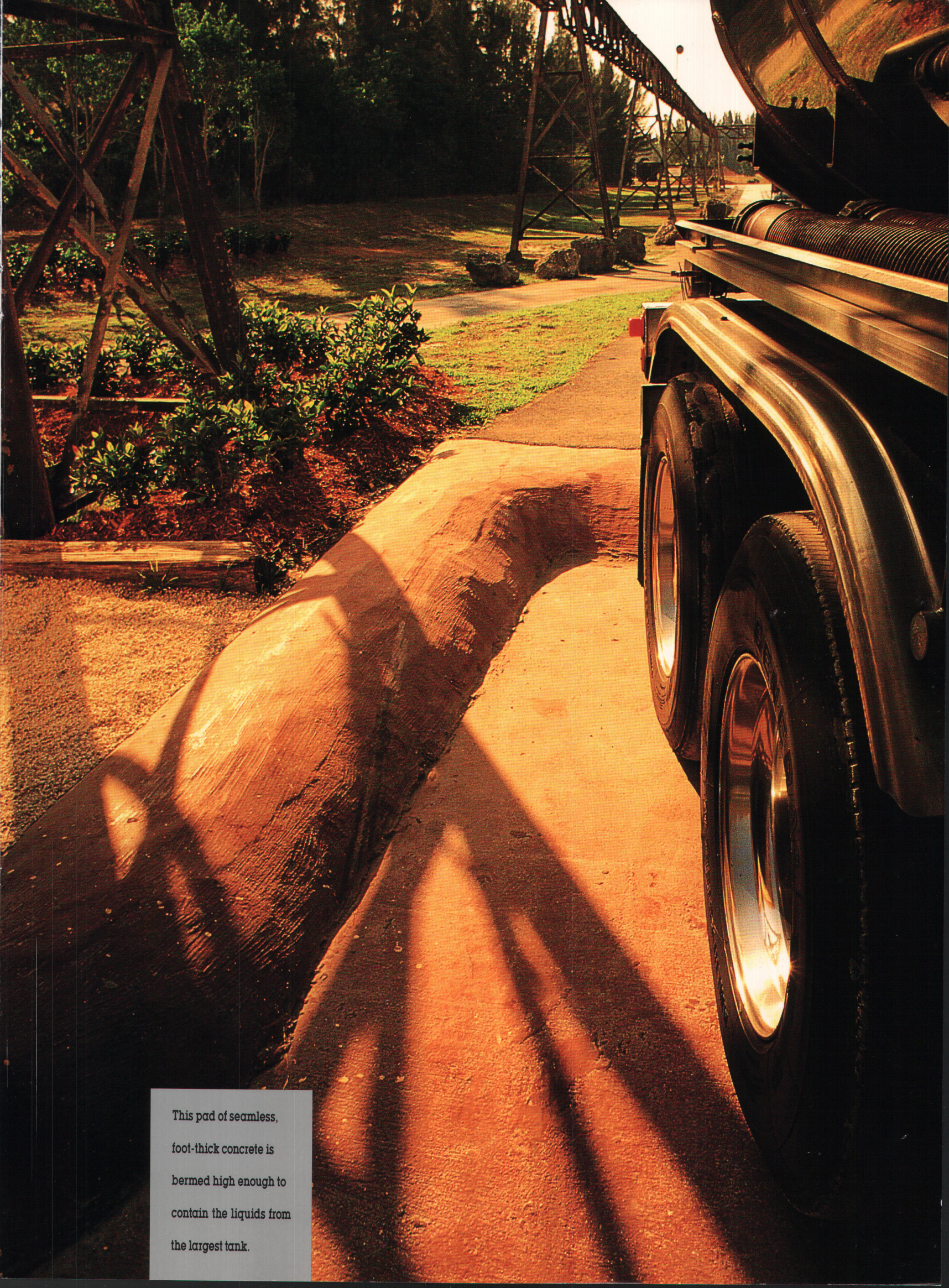
Total Protection Of Groundwater.

Rinker is proud of the job it does in protecting groundwater. To begin with, its recycling methods eradicate contaminated soil and water that could pollute groundwater if left in place or dumped in landfills. Even commercial incinerators leave residual ashes that are dumped in landfills. Rinker does not, as ash becomes a constituent of cement.

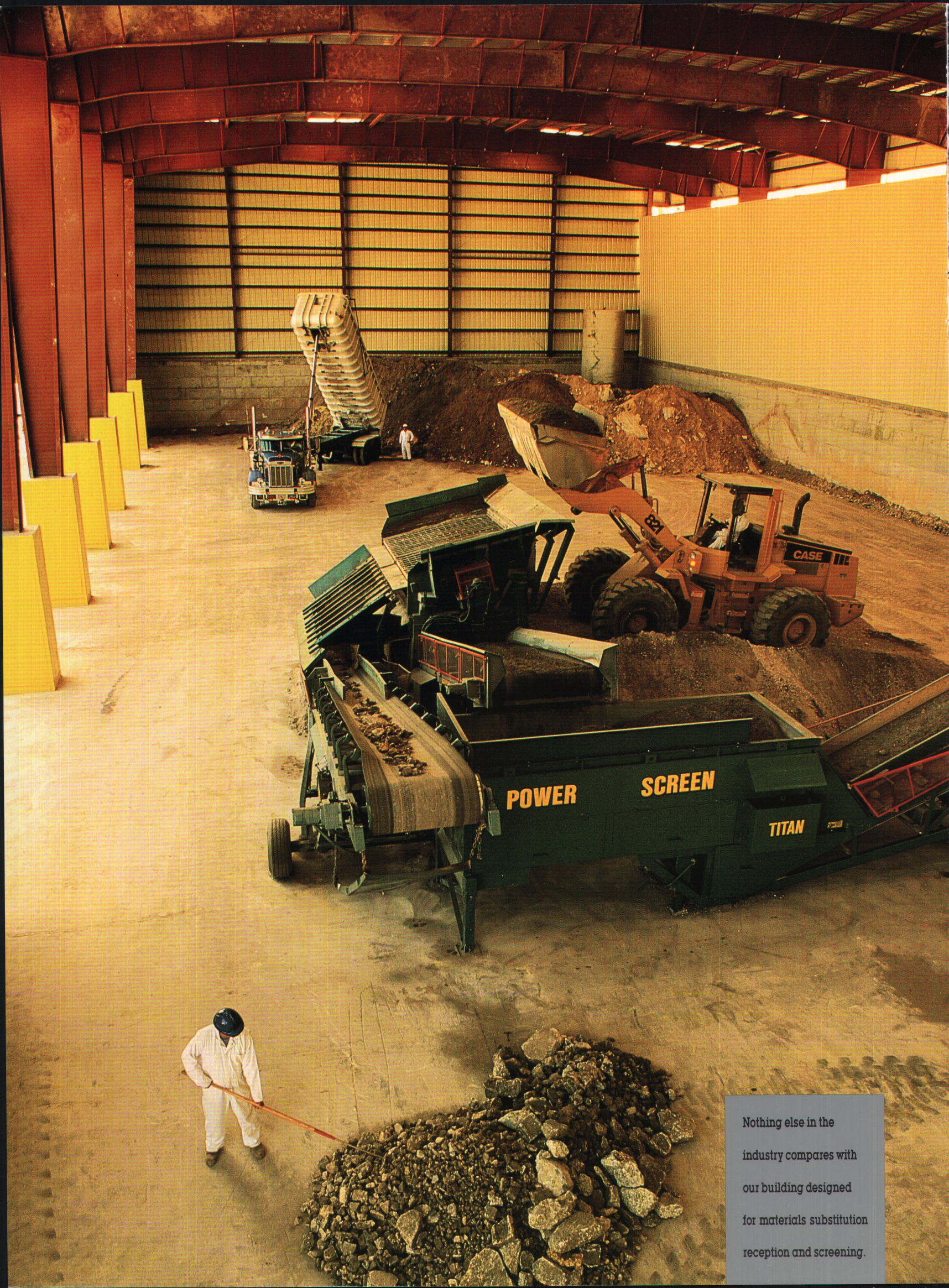
More than that, Rinker takes every precaution to make certain that none of the materials recycled ever gain access to the groundwater supply. They have no chance to touch the ground.

Rinker monitors 23 strategically located wells on its plant grounds. It also helps to conserve the community's supply of water by recycling contaminated water in its wet-process kiln operation, greatly reducing the amount of fresh water consumed.



A photograph showing a large, curved concrete pad with a raised curb. A truck is parked on the right side of the pad. The scene is illuminated by warm, golden light, possibly from the setting or rising sun, casting long shadows. In the background, there are trees and a metal structure.

This pad of seamless,
foot-thick concrete is
bermed high enough to
contain the liquids from
the largest tank.



Nothing else in the
industry compares with
our building designed
for materials substitution
reception and screening.

Safe Recycling Of Contaminated Oils.

We provide the best solution to one of today's most controversial disposal problems. We recycle oils drained from transportation vehicles by using them as productive energy, taking the place of an irreplaceable natural resource, coal.

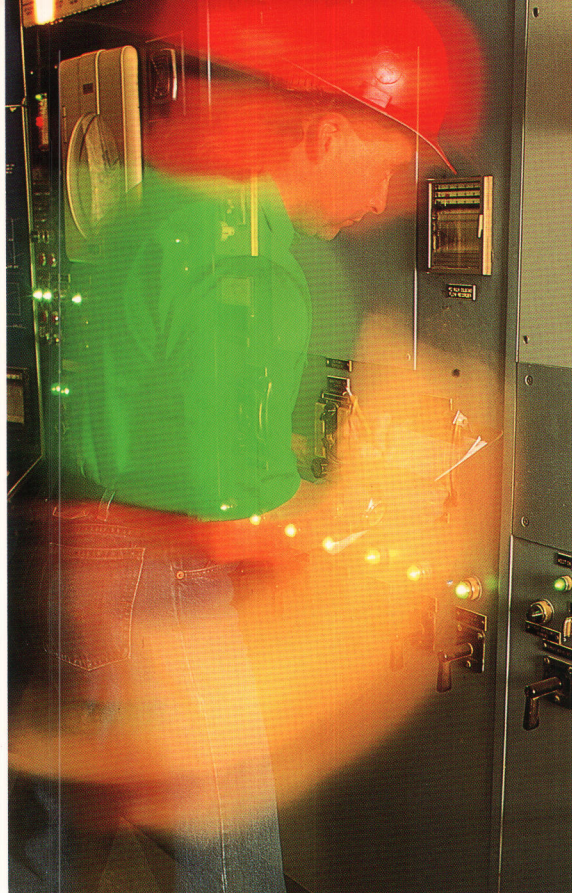
Our process leaves no residue to be dumped in landfills. Substances that are not consumed as energy become a part of our quality cement.

Regulation And Permits.

We are stringently regulated and inspected by the U.S. Environmental Protection Agency, the Florida Department of Environmental Regulation, and Dade County Environmental Resources Management. We have all permits required.

Before materials are shipped to us, the company generating the contaminated material must provide representative analysis to assure the material meets all permitting guidelines. This pre-certification is required before Rinker accepts any contaminated material.

Additionally, Rinker has its own laboratory to check material when received to ensure that materials meet permitting and operational standards.



The cement production operation is monitored constantly by sophisticated equipment.

About Rinker.

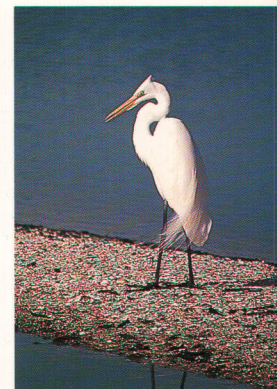
CSR, one of Australia's largest companies, was founded in 1855 and incorporated in 1887. Its main businesses are in building and construction materials, and sugar.

Its American arm is CSR-America, a billion-dollar company. In 1988, CSR bought Rinker Materials Corporation of Florida, a company that was founded in 1926. CSR Rinker Materials is now a 500-million-dollar operation with about 1,700 employees.

CSR Rinker is a major force in the construction industry in Florida.

Building on Rinker Material Corporation's experience with recycling and environmental protection, we have formed a separate corporation, Rinker Materials Substitution, Inc., to take care of its parent company's needs and those of other companies that are conscientious about the environment.

For more information, call Michael Vardeman or Dave Marple.





The overhead crane can move enormous quantities of raw materials, including contaminated soils.