



ROGERS GROUP, INC.

Rogers Group History

- **Founded 1908, Bloomington, Indiana by Ralph Rogers**
- **Grew with nation's interstate system, infrastructure growth**
- **Privately held by Ralph Rogers' descendants**

Rogers Group Facts

- Sixth largest crushed stone producer in the US
- Operations in five states: IN, KY, TN, AL, AR
- 1600 employees
- Core businesses - crushed stone, asphalt & asphalt construction
- Other businesses - block & masonry
- Annual sales - \$350,000,000

Safety 1900

The image features a solid blue background with a subtle gradient. A thin, light blue curved line starts from the top left and arcs towards the right. On the right side, there is a dark blue triangular shape that points towards the center, creating a layered effect.



Safety 2000

The image features a blue gradient background. A curved line starts from the top left and curves towards the bottom right. On the right side, there is a dark blue triangular shape pointing towards the center.



ROGERS GROUP

Safety: Where are we?

Rating organizational Safety Culture.

Quiet
Equal Transparent Integrated

WORLD CLASS

Progressive

Line/Staff Symptoms Committees
Quick Fix Blood Behavior/ Programs
Conflict Cycles Conditions

Traditional

High Adversarial Employee
Insurance Excessive Ignorance
Much Statutory Litigation
Costs Losses Relations

SWAMP

Safety Without Any Management Process

SWAMP

(Safety Without Any Management Process)

SAFETY RESPONSIBILITY: Not Recognized/Rejected

PERCEIVED: As a “Burden”

MANAGEMENT CHARACTERISTICS:

- Accidents are Accepted - C.O.D.B.
- Production Compromised by Safety
- Planning - Minimal; Reactive; Short Term
- Adversarial Relationship - Ops vs Safety
- Lacking HR Policies/Procedures
- One Way Communication - Fear Based
- My Way or The Highway
- “Make Do/Make Fit” Approaches
- Minimal Employee Involvement/Interaction

ORGANIZATIONAL IMPACTS:

Negative Business

Impact

High Insurance Cost

Less Competitive

On Bids

Excessive

Losses

Poor Injury Rates

High Frequency

High Severity

Poor Employee

Relations

Blame Others

Them vs Us

Labor vs Management

No Company Loyalty

Morale Very Low

Statutory Ignorance

Citations

Repeat Violations

Complaints

Litigation





TRADITIONAL

SAFETY RESPONSIBILITY: Not Understood (Staff Function)

PERCEIVED: As a “Cost”

MANAGEMENT CHARACTERISTICS:

- **Accidents are “Excused” Away**
- **Recognized Problems - Unwilling/Unable to Solve**
- **Programs/Campaigns - Short Lived**
- **Fix the Symptoms, Not the Cause**
- **Results (Only) Measured – Results Driven**
- **Not Quite Sold - Willing To Go Halfway (Easy Road)**
- **Likes “Off the Shelf” Canned Programs**
- **High Visibility - Many Labels - Little Results**
- **Authority Conflicts - Passive Resistant**
- **Line “Accountability” Lacking/Inconsistent**
- **Expect Safety Department to Run Safety**
- **Go Through Motions**

ORGANIZATIONAL IMPACTS:

Blood Cycles

Inspection Heavy

Supervisors Ignore Safety Directives

Repetitive Conditions

Set up for Failure

Committees = Gripe Sessions

Quick Fix Programs

Reactive Management

Employees Reject Changes

WORLD CLASS

**SAFETY RESPONSIBILITY: Line Management Owned/Driven
PERCEIVED: As a Good Business “Investment”**

MANAGEMENT CHARACTERISTICS:

- **Accidents Are Intolerable - There Are No Excuses**
- **Safety Isn't Safety - Its Management Effectiveness**
- **Decisions - Time Consuming and Difficult**
- **Planning - Long Term - 3 to 5 Years**
- **Responsibilities & Expectations - Clearly Defined And Accepted**
- **Management Personnel are Personally Involved**
- **Line Accountability is Standard Practice**
- **Safety Has a Sense of Urgency**
- **No “Glitz” or Hype**
- **Employee Centered – Win/Win**
- **Communication - Informal, Open, Encouraged**
- **Efforts “Closely Measured” and Responded To**

ORGANIZATIONAL IMPACTS:

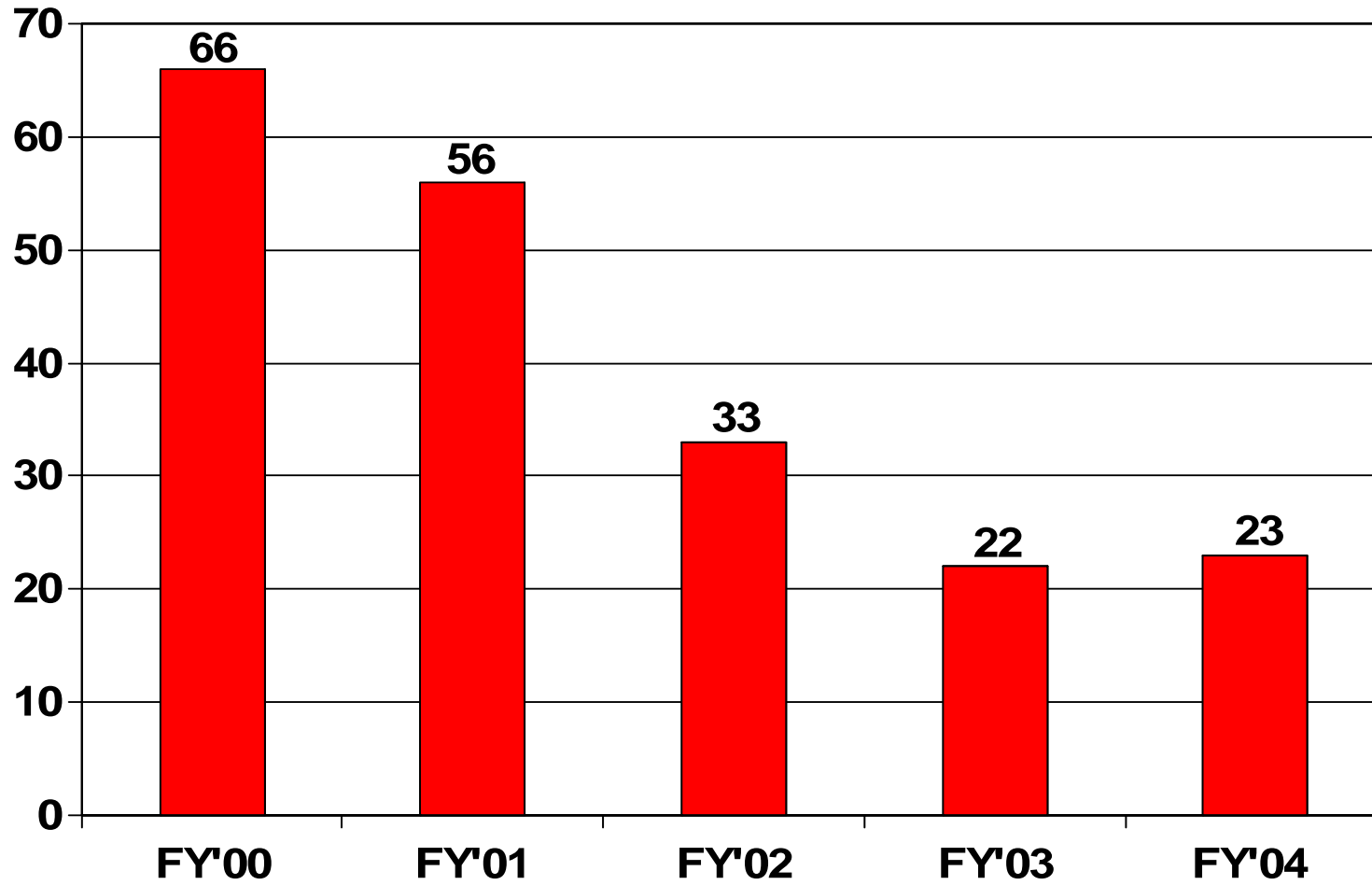
<u>Positive</u>	<u>Good</u>	<u>Integrated</u>	<u>Equal</u>
Business Impact	Employee Relations	Quiet	To Cost
More Business	Employee Morale High	“Safety” Loses Identity	To Quality
Employees Promote New Business	Safety Management	There is No “Program”	To Production
There Aren't (m)any Accidents			



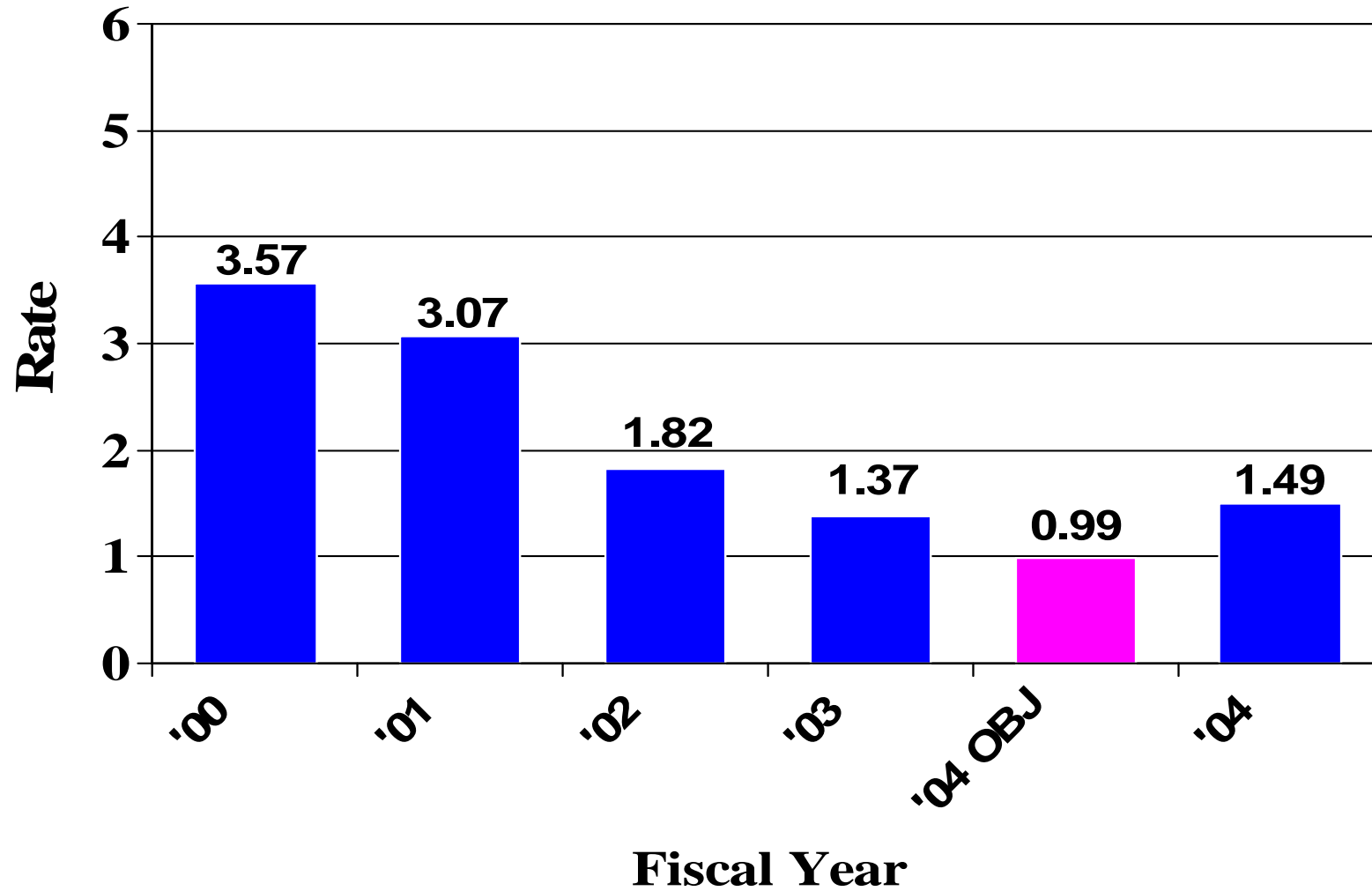
ROGERS GROUP

Results of Change

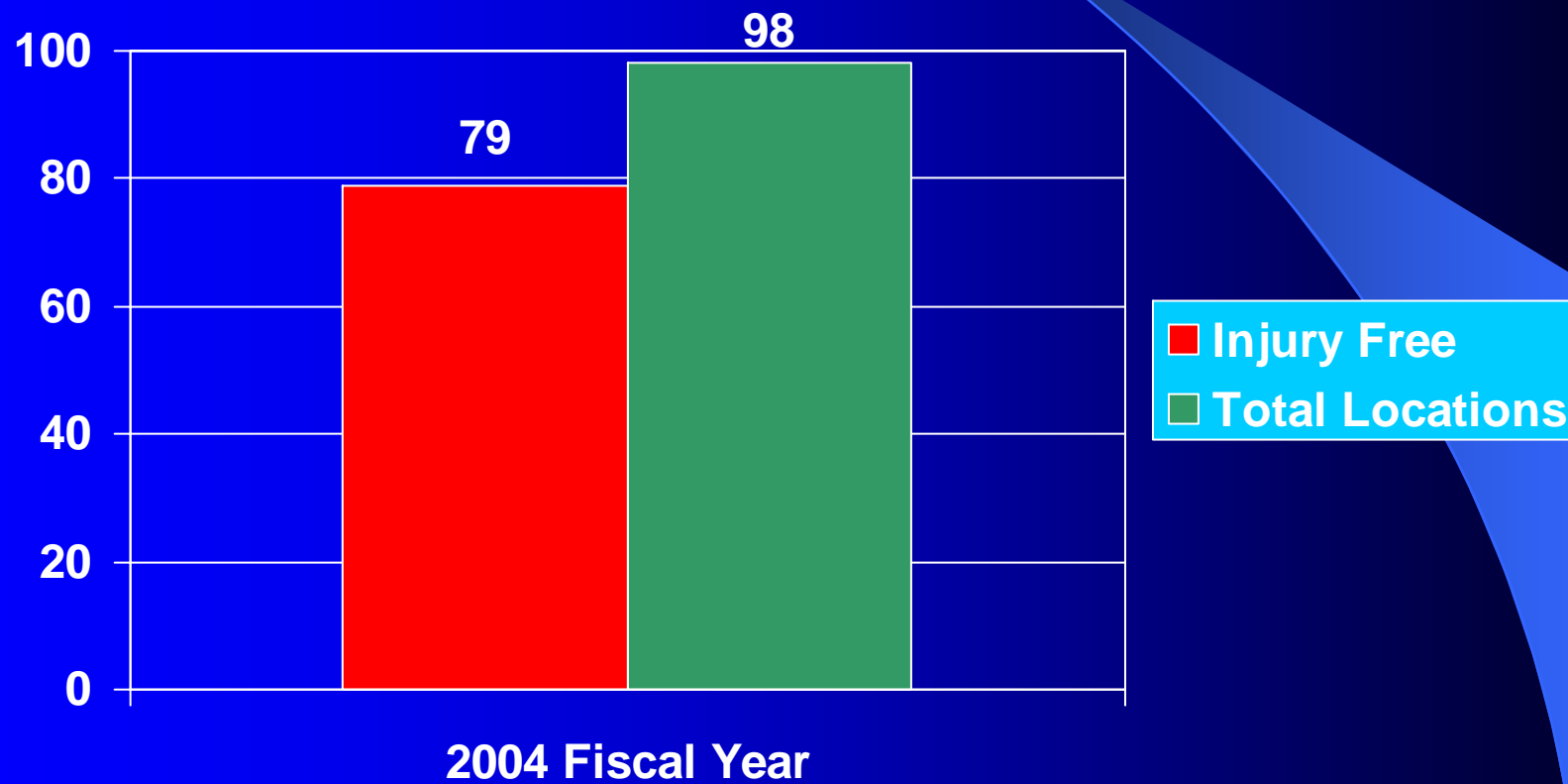
Injuries



INJURY RATES & FY04 MILESTONE OBJECTIVE



Injury Free Locations



Injury Free Locations

- 79 of our 98 locations had no reportable/recordable injuries for Fiscal Year 2004 (April 03-March 04).
- These locations include Quarries, Asphalt Plants, Construction Crews, Sand & Gravel Operations, Shops, and a Block Plant.



ROGERS GROUP

Safety System

Safety Policy Statement

We are committed to achieving a zero injury safety culture by implementing all Rogers' safety principles without compromise.

SAFETY CULTURE

A “Culture” is defined as the shared values within an organization.

Safety Culture Principles:

- Management commitment
- Line responsibility for Safety
- Safety training
- Incident investigation and Countermeasure
- Audit Process
- Safety Committees
- JSA implementation
- Employee Involvement

Management Commitment

The image features a blue gradient background that transitions from a lighter blue on the left to a darker blue on the right. A white underline is positioned beneath the text 'Management Commitment'. The text is in a bold, white, sans-serif font.

Line Responsibility

Safety Training

The background is a dark blue gradient. A light blue curved line starts from the top left and curves towards the right. A blue wedge-shaped area is located on the right side, pointing towards the center.

Reporting & Investigations

Safety Audits

Safety Committees

JSA Process

Employee Involvement

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THANK YOU!

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or

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