

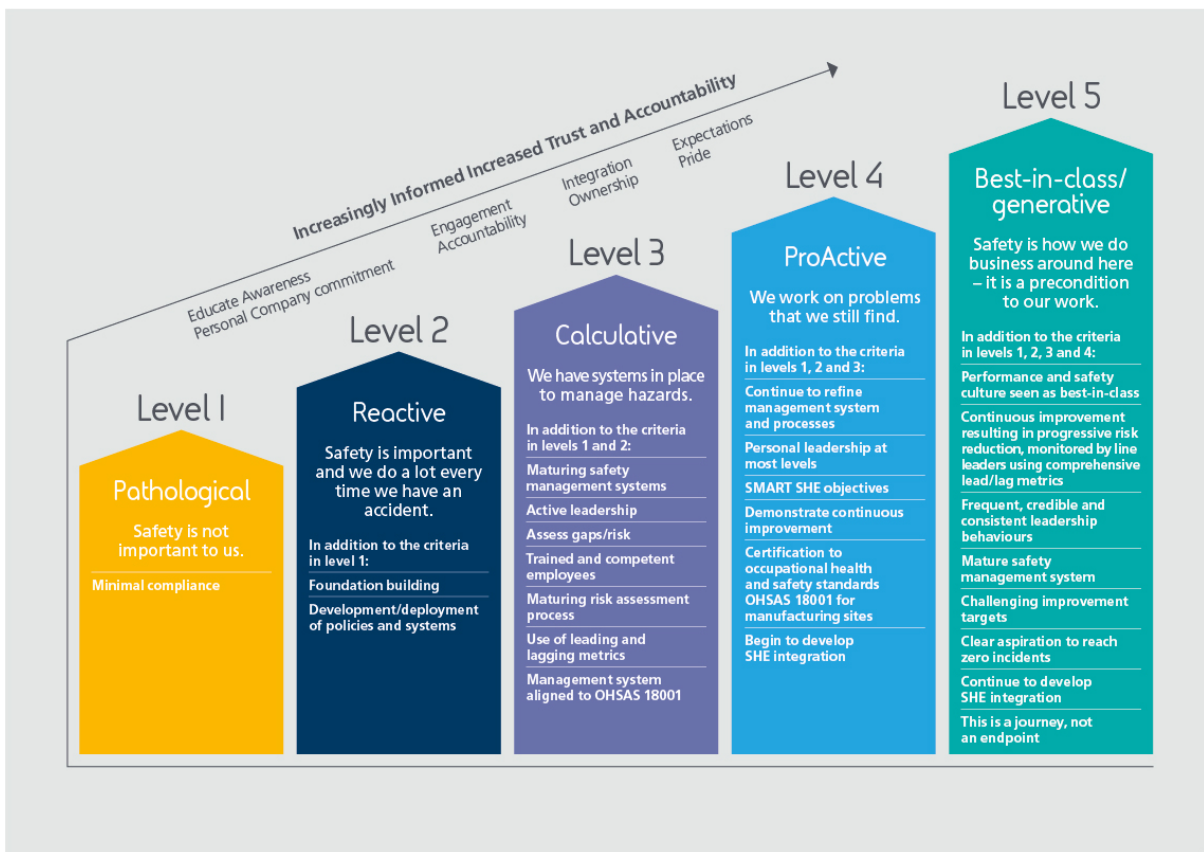
# ■ Factsheet – Safety Maturity Matrix

## What is the Safety Maturity Matrix?

The matrix sets out clear criteria to measure our progress on embedding a safety first culture. These criteria are based on recognised safety standards and tailored to our business.

## How do you use it?

Each of our sites completes an assessment to evaluate performance by gauging its position on the matrix. The results are reviewed by teams from other sites and by senior management through our process audits. These assessments also help to share best practice and experiences from across the Company.



## What does it mean to achieve Level 5?

Our goal is for all our sites to achieve level 5 in the Safety Maturity Matrix (SMM), demonstrating that safety is strongly embedded in everything we do. In practice, this means:

### Leadership:

- Safety is a priority
- Messaging around the importance of safety is consistent and through all layers of management
- Safety is embedded in key processes.

**Competency:**

- Mature systems identify safety training needs for all and thoroughly manage the process
- Competent safety support is available.

**Compliance:**

- A mature safety management system is in place
- Risk management is at the heart of managing safety
- Effective operational control of risk can be demonstrated.

**Performance:**

- A continuous improvement plan is in place
- There is a comprehensive set of indicators which is used to monitor risk and measure improvement
- A robust and effective assurance process is in place to monitor key risk and to ensure the basics are done brilliantly.