

Our People

The Company is focussing on increasing returns to shareholders by improving performance and efficiency of the business. Crucial to the achievement of this is the way we involve our people and the practices and systems we employ to align individual and team goals with that of the Company. The vision for the Group has been defined into the future and this has been documented as “World Class, with pride by 2005”.

This year has seen a clear focus on the implementation of this vision, its values and the specific human resources and safety and health goals.

The process has been consolidated through the development and implementation of a range of strategic initiatives including:

- Annual plans;
- Clear personal accountabilities;
- Highly visible, clear performance measures;
- Team concept;
- Focus on company wide communication;
- Process standardisation and improvement;
- Reduction in cycle times;
- Waste elimination; and
- Clear customer orientation.

In implementing the above we are aiming at achieving world class through better practices and at the same time making our systems fair to both the Company and employees. This has meant that we are putting in place the fundamental building

blocks required to achieve our vision, at the same time as taking the opportunity to systematically improve our business.

Substantial progress has been made towards implementing these initiatives and this is a continuing focus.

Organisational Principles

Considerable effort has occurred this year with respect to the implementation of an organisational environment and context, which supports the way the Company chooses to conduct its business. The key aspects of this effort include the clarification and location of roles within the organisation structure and the introduction of team concepts.

Performance Criteria and Performance Measurement

The Company has commenced the implementation of clear performance measures for all staff employees. This process will allow meaningful performance evaluation based on objective criteria

established for each employee on a regular basis. A similar process will be developed and implemented for all other employees over the next 12 months.

The Company is committed to performance assessment as an integral part of its future organisational development program.

Employee Relations

During the year significant effort has been directed to establishing and implementing systems and practices with the goal of achieving a better practice approach to work.



COCKBURN CEMENT'S EXTENSIVE TECHNICAL SKILLS ARE APPLIED IN WORKING WITH CUSTOMERS TO DEVELOP NEW PRODUCTS AND TO APPLY EXISTING PRODUCTS TO SOLVE PROCESS PROBLEMS. LAB TECHNICIAN, SONJA MARKOTICH PREPARING SAMPLES FOR ATOMIC ABSORPTION ANALYSIS

Training and Development

Considerable effort has been directed to training and development during the year. These efforts have been carried out by line managers, from the Chief Executive through to superintendents, providing on the job training centred on the strategic initiatives outlined above. This approach is expected to continue through 2001.

Outlook

We look forward to continuing to work with our employees in meeting the challenges, which will allow us to establish the Company as among the best in the world by 2005.

Total employees by operating unit

(Full time equivalents including operating contractors)	December 2000		December 1999	
	Employees	Contractors	Employees	Contractors
Cement and lime operations	717	105	730	99
Other operations	77	6	91	3
Discontinued operations	–	–	70	5
Corporate	25	3	24	3
Wholly owned operations	819	114	915	110
Associates:				
Independent Cement and Lime	56	2	51	2
Sunstate Cement	51	3	53	3