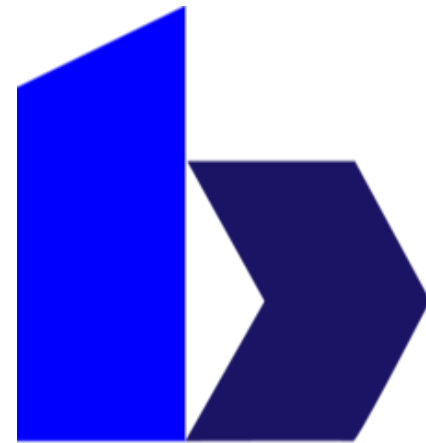


# The Five C's Leadership Strategy

Building the Future of Health  
& Safety Leadership in Our  
Industry



**British  
Aggregates  
Association**

# Recognised Across the Industry – Led by the BAA

Recognised. Respected. Ready to Lead.

Unanimously endorsed by the Strategic Forum for Health & Safety – now led by the BAA.

“Leadership is not waiting — it’s acting.”





# The Five Pillars of Leadership and Safety Excellence

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## 0.1 CAPACITY

5c's

“Do we have the right resources in place to operate safely?  
It’s about ensuring we are not overstretched, that our sites, people, and systems have what they need to perform safely and effectively.”



## 0.2 CAPABILITY

“Do we have the right tools, technology, and processes to do the job safely?”

Capability is about innovation, continuous improvement, and learning from experience.”



## 0.3 COMPLIANCE

5C's

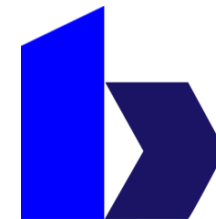
“Are we meeting not just the letter, but the spirit of the law? Compliance gives us our foundation — a baseline of trust, credibility, and consistency.”



## 0.4 COMPETENCE

5C's

“Do our people have the right knowledge, training, and confidence to make safe decisions?  
Competence is where leadership meets people — it’s about empowering everyone to do the right thing.”



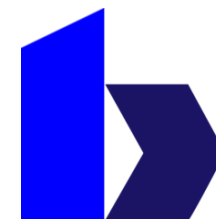
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## 0.5 CONSISTENCY

5C's

“And finally, do we do it the same way, every time?”

Consistency is the glue that holds it all together. It turns good practice into standard practice.”



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## Our Vision

“To create a united, consistent, and competent quarrying industry where safety leadership is lived, not laminated.”

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“True safety leadership is not just about compliance, it’s about commitment.”

“Safety culture starts at the top, but it’s owned by everyone.”



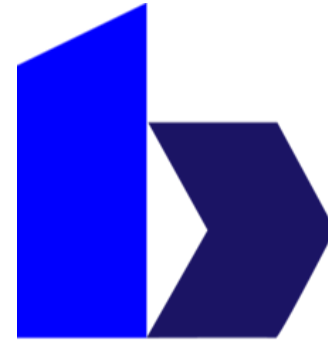
# 5C's



# British Aggregates Association

# The Journey So Far – From Concept to Commitment

- *Concept Developed (BAA)*
- *Consultation & Drafting*
- *Presented to the Strategic Forum*
- *Endorsed but Not Adopted*
- *BAA Board Approval & Leadership Commitment*
- *Launch at AGM & Conference 2025*
- *Hillhead 2026*



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# What the Five C's Deliver

## For Our Members

**Clear framework for leadership and accountability**

**Shared resources and guidance via QNJAC**

**Reduced risk and duplication**

## For the Industry

**Consistent standards across operators**

**Improved data and benchmarking**

**Greater collaboration between organisations**

## For the Future

**Stronger reputation and public trust**

**A pipeline of competent leaders**

**Embedding a culture of continual improvement**

***“Clarity. Consistency. Confidence. The BAA delivering leadership through the Five C’s.”***

# The Roadmap Ahead – From Foundation to Transformation



- **Year 1 (2025–26): Foundation**
- **Year 2 (2026–27): Embedding**
- **Year 3 (2027–28): Expansion**
- **Year 4 (2028–29): Consolidation**
- **Year 5 (2029–30): Transformation & Legacy**



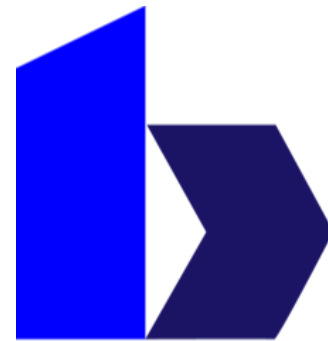


*The Launch –  
Turning Strategy  
into Action*



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***“Leadership. Unity. Action.”***



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# What It Means for Members

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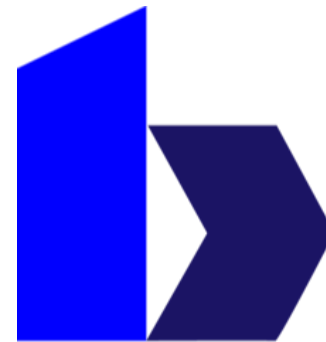
“Practical Support”

“Shared Standards”

“Reduced Risk”

“Reputation and Recognition”

“A Voice in Leadership”



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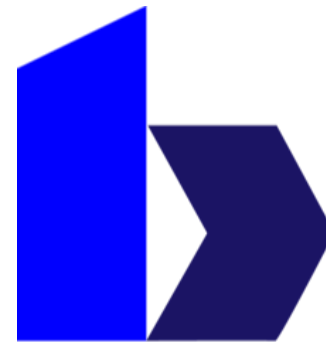


# Leading the Future – Together Through the Five C’s

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**“Leadership is not what we say. It’s  
what we do – consistently.”**

**“The Five C’s – Building the Future of  
Safety Leadership.”**



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