



# CREWSCOPE

## AMRIZE AGGREGATE QUARRY INCREASES PRODUCTION BY ENGAGING WORKERS



**Amrize** (formerly Holcim Lafarge) is one of the largest aggregate manufacturers in North America, with 400 sites across Canada focused on producing innovative, sustainable building materials.

When an employee survey revealed a gap in engagement levels between site and office workers, Amrize recognized the potential impact on safety and productivity. Amrize site leaders were empowered to identify and implement innovative solutions to improve site team engagement. Amrize team partnered with Crewscope to help tackle the problem.

### THE PROJECT

Brechin Quarry, an open-air limestone quarry 90 minutes north of Toronto.

### ENGAGEMENT PARAMETERS

Crewscope was invited to implement a worker engagement and incentive program for hourly unionized workers in the Brechin facility. The program would involve weekly goals, daily production feedback, and performance-based rewards.

- 21 crew across three shifts
- Team-based performance incentives
- Satisfy union performance pay requirements

### OBJECTIVES

- Maintain safety standards and regular plant maintenance
- Improve crew engagement and motivation
- Increase productivity

### SETTING GOALS AND COMMUNICATING PRIORITIES

The program was simple: set clear weekly goals for the crew and communicate daily production volumes. When goals are met, performance is recognized with team-based rewards that are equally shared among the crew.

Setting the right goals can be a challenge. Amrize produces a commodity with high fixed costs. Therefore, plant profitability depends on continuous production and operational excellence to avoid unscheduled downtime.

The crew must balance crushing operations and maintenance to meet volume targets consistently. Surpassing targets significantly boosts profit margins. However, the plant's break-even threshold is high, and missed volumes quickly erode profitability. Therefore, unscheduled downtime can derail performance, making regular inspections and proactive maintenance crucial.

### Crewscope and Amrize leadership collaborated closely to ensure the goals aligned with the facility's unique needs:



#### Weekly goals were set focused on two key priorities:

- Produce 47,500 metric tonnes from the primary plant
- Complete 27 out of 30 daily inspections



#### Allowances to adjust targets were agreed upon with the crew in advance:

- Prorate volume and inspection target for holidays
- Reduce volume target by 1,000 metric tonnes per hour of scheduled downtime
- Reduce daily volume target by 50% for significant rain or snow



#### Participation criteria were established as a pre-requisite to earn rewards:

- All health and safety measures must be followed
- Absences must be scheduled and approved



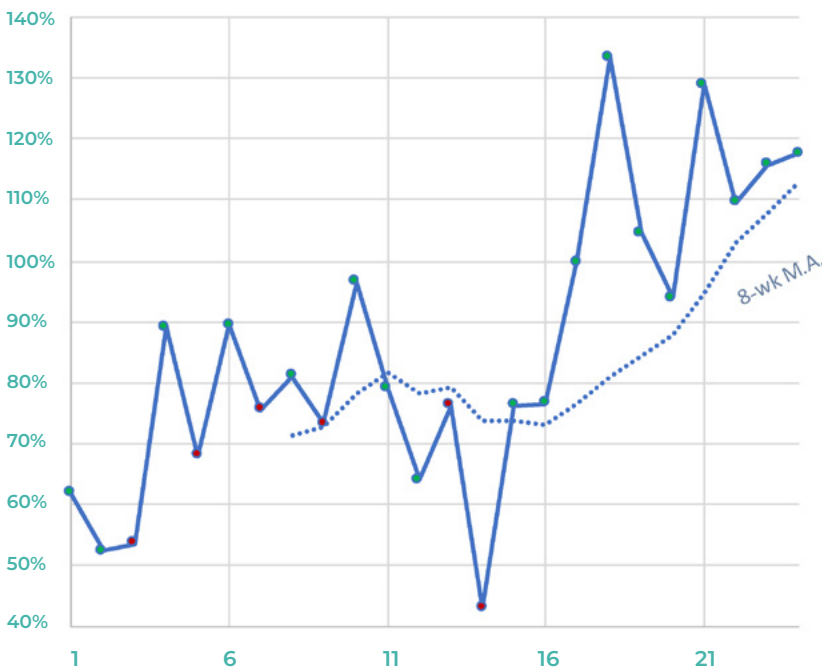
### MONITORING AND ITERATING

Even after carefully planning, early cycles had only a 50% success rate. As often happens when performance is first measured, the data revealed unexpected insights. This raised the question: were targets too high, or was the crew underperforming?

The site leadership team held the line and did not adjust the targets. They affirmed that the targets were reasonable, consistently communicated expectations, and expressed confidence in the crew. Leadership worked closely with the team to understand the results, zeroed in on the obstacles and supported the team in improving performance.

After three months of hard work and dedication, the team dramatically improved volume and inspection performance. Most notably, performance remained consistent and elevated.

### WEEKLY PRODUCTION GOAL ACHIEVEMENT



### THE RESULTS AFTER SIX MONTHS:

- Weekly activity success rate is up to 80% (from 50% when the program began)
- Weekly production volume is up, on average, 35%
- Daily inspections consistently meet the target
- The team has earned \$9,700 in rewards

Most importantly, the crews are more engaged and happier at work. A crew feedback survey revealed the following:

- 73% said they feel more motivated at work
- 93% said the program improved the culture and outcomes
- 100% said the rewards were meaningful and fun
- 67% said they would be disappointed if the program were to stop

One crew member shared,

“ **It keeps everyone involved and actively trying to meet the goals, which in this case is paperwork and tonnage! This is important because it keeps us all alert and more safe. It also helps us all keep each other accountable for holding our weight personally so we can all get the rewards as a collective!** ”

Well done, Amrize site leadership and crew!