

The Tata Power Company Ltd		<i>Safety Governance- accountability, responsibility, and Review metrics</i>
<i>Annexure I of TPSMS/Element 01/01/REV/R1</i>		<i>Date of Issue: 01/04/2023</i>

**Safety Governance- Accountability, Responsibility, and Review metrics,
Personal safety action plan and
Standardization of Site implementation team (SIT)**

Rev No.	Reason for Revision	Prepared By	Approved By
Rev 00	Initial Release	Corporate Safety Team	Chief - Corporate Safety & Environment

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01. Objective:

Safety management is an important aspect of the governance at Tata Power. Effective safety governance structure with clear accountability can strengthen the review mechanism at various levels. To meet safety objectives of the organization, effective implementation governance structure is essential, PSAP (Personal safety action plan) and standardization of SIT is essential. This document can be read in relation with ***TPSMS/Element 1/01/REV/00-Safety governance structure.***

02. Scope:

This document is applicable to all divisions/Cluster of Tata Power and select group companies- MTPS, MPL, IEL, TPTCL, TPREL, TPSSL, PTL, TPADL, WREL and any other company which may be incorporated in future with applicability of Tata Power HR policies.

03. Reference with Tata Power Safety Management System:

Safety Governance Structure is linked to Tata Safety & Health Management System and Tata Power Safety Management System, Element/Section 1 & 13.

04. Responsibility for effective implementation: Chief of cluster /CEOs / Chief of the respective company/Division/Chief of services

05. Indicators for Review.

Sr No.	Level	Lead Indicators	Lag Indicators	Forum of Review	Review meeting Frequency
1	L1- Organization level	<ol style="list-style-type: none"> Safety initiatives and interventions Identify key focus areas. Combined Assurance Safety audit outcome of all business clusters 	Organization level Safety performance: LTIFR/LTI/ Fatality/Major fire at Organization level	Apex Safety Council/Cluster level MD Review with Cluster Chief and All Division CEO.	As & when but not less than once in 3 months
2	L2-Cluster Level	<ol style="list-style-type: none"> Overall Safety efforts in the business cluster. Intra-cluster as well as Inter-cluster identification and implementation of 'Safety Best Practices and 'Lessons Learned' Division level Lead indicators. Outcome of combined assurance 	<ol style="list-style-type: none"> Cluster level Safety performance: LTIFR/LTI/ Fatality/ Major fire Hipot incident 	ORC- Chief of cluster with Division chief of Cluster	At least once in a quarter

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		<p>safety audits and status of corrective actions at respective business clusters.</p> <ol style="list-style-type: none"> 5. Action Items from Divisional level committees for Safety. 6. Any L1 LEVEL action items. 7. Inputs to Annual Safety Targets. 8. Webcast for learning 			
3	L3-Division Level	<ol style="list-style-type: none"> 1. Safety initiatives and interventions. 2. Overall Safety efforts in the Division. 3. Division level Lead indicators with detail analysis of safety observations and action items. 4. Effective functioning of Site Implementation Teams for action items. 5. Learning from Incident from Organization and implementation in Division. 6. Outcome of combined assurance safety audits and status of corrective actions at respective Division. 7. Monthly Review, Audit and self-assessment of 12 elements of 13 elements other than Measuring Performance, Audit & Review 8. Any L1/L2 LEVEL action items. 9. Presentation Webcast for learning 10. Reinforcement of Safety Positive Behavior by R&R for employees and workforce. 11. Conduct central Safety Committee meeting as per agreed schedule and TOR and record the minutes in Samiksha. 12. Conduct Town Hall meetings with Employees-Quarterly. 13. Conduct Town Hall meeting with contractor Employees. /Workforce- Quarterly. 14. Meeting with Contractors and Suppliers- Quarterly. 15. Regular Safety Inspection of Buildings/Structures coming under Category: E-Business, G- 	<ol style="list-style-type: none"> 1. Division level Safety performance: LTIFR/LTI/ Fatality/ Major fire at Division level 2. Hipot/MTC 	Divisional Level Review/ BSC/ Central safety meeting	Monthly

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		Industrial, H-Storage & J-Hazardous as per National Building Code (NBC- Part IV). lifting Tools & Tackles and slinging equipment. Ensure implementation by involving employees at all levels			
4	L4-SIT/ Department/ Personal	<ol style="list-style-type: none"> 1. Departmental annual safety plan from Division annual safety plan. 2. Site implementation team Deliverable. 3. Safety Interaction by Leader. 4. Conduct Site Implementation Team meeting monthly for respective SIT chairman, as per TOR and record the minutes in Samiksha. 5. Annual Review of HIRA /SOPs/JSA by CFT (Line Managers, Safety officer and Workmen). Changes made to be reviewed by Site Head/Chief of division 6. Competency assessment of individual before charge handover by identified CFT 7. Theme based safety drive 		SIT/Department-Meeting/	Monthly

06. Accountability:

Sr No.	Level	Organization	Generation	T&D	Renewable
1	L1-Organization level	CEO&MD and Chief safety and Environment	Chief of cluster, Division -Chief	Chief of cluster and Division - Chief	Chief of cluster and Division -Chief
2	L2-Cluster Level	Chief safety and Environment	Chief of cluster, Division -Chief , Head -Cluster Safety and Safety Advisers	Chief of Cluster, Division -Chief, Head -Cluster Safety and Safety Advisers	Chief of Cluster, Division -Chief, Head - Cluster Safety and Safety Advisers
3	L3-Division Level		Division Chief, HOD and Head Safety	Division Chief, HOD and Head Safety	Division Chief, HOD and Head Safety
4	L4-SIT/ Department/ Personal		5 SITs, Division Leadership and Line managers	5 SITs, Division Leadership and Line managers	5 SITs, Division Leadership and Line managers

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07. Personal safety action plan for Cluster Chief/Chief of division//HODS.
Sample format for PASP for each category leader is given below as Format-1, Format-2 and Format-3 below.

#	Action Items	Timelines	Time to Spend	Leaders
1	Daily leadership safety round for high-risk job audit/Safety interaction/High risk Observation.	Weekly /Fortnightly /Monthly	1 Hr/Visit	CC/CEO / Divn Chief / Site Head/HR Head/Functional Chief COS/- Once in a month HOD/CH/DH- Once in a fifteen days . Line managers/SDO/SM once in a week.
2	High Visibility tour	Once in Year	16 Hr/Visit	CC/CEO/Division Chief/COS/CO&M
3	Felt leadership workshop	Once in Year	16hr/Workshop	CEO / Divn Chief / Site Head/HR Head/Functional Chief COS/HOD/CH/DH
4	2 KPI: 1. One step change to make Division in Gold Category and not critical to safety. 2. Monthly Observations analysis, identification of top 5 Risk and action plan for Reduction of Risk	Monthly	16 Hr/Month	CEO / Divn Chief / Site Head/HR Head/Functional Chief
5	3 KPI 1. No. of high-risk observations / near misses reported (per Middle/Senior Leader)- Part of ASP of all HOD 2. Horizontal deployment of learning from all previous fatal incidents Part of ASP of all HOD 3. High risk job inspection and action items closure	Monthly	20Hr/Month	HOD/CH/DH

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08. Guidelines for standardization of SIT structure across tata power:

PROCEDURE: A CFT (Cross Functional Team) is formed to operationalize the SITs Business / Plant / Division Level and committee composition as follows:

Role	Person Responsible
Chairman	Any HOD
Dy Chairman	Any Group Head
Secretary	SIT Chairman's Direct reportees
Member -1	Any Operating Dept.
Member -2	Any Maintenance Dept.
Member -3	Any Support Function
Safety Officer	Any Safety Officer of division

- Member should not be repeated in any other SIT. One person / SIT.
- Meeting Agenda as per the Charter of the respective SIT.
- Nominated Safety officer in the SIT will guide and oversee the overall implementation of the SIT

Special Invitee: Expert / Specialist, GETs and Women employees should be invited in the SIT Meetings.

Meeting Frequency: Monthly.

Safety SITs:

SIT	Remarks
Rules & Procedure SIT	Either Chairman or Dy. Chairman shall be from O&M Dept.
Contractor Safety Management SIT	Either Chairman or Dy. Chairman shall be from Contract Management Function
Incident Investigation & Safety Observation SIT	Either Chairman or Dy. Chairman shall be from O&M Dept.
Capability Building SIT	Either Chairman or Dy. Chairman shall be from HR dept. (HOD)
Office Safety SIT	Either Chairman or Dy. Chairman shall be from Admin dept (Head ES&A)

NOTE: Renewables and T&D shall take relevant designations while selecting Chairman or Dy. Chairman

References:

- Safety Governance Structure is linked to Tata Safety & Health Management System and Tata Power Safety Management System, Element/Section 1 & 13.
- Tata Power Safety Governance Structure (TPSMS/Element 1/01/REV/00) Date: 01/06/2020)

Exception: Any deviation from these guidelines shall be approved from Chief Corporate Safety & Environment, Tata Power

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09. Responsibility of safety Advisors:

<ol style="list-style-type: none"> 1. Periodic Review of the HIRA and JSA for sign off for specific Jobs. 2. To coordinate with CEO/ other HOD for Monthly Central Safety Committee Meeting including documentation outcome / action plan 3. To coordinate with CEO office for Town hall Meeting with Employees/Contractor workforce and finalization with a copy to corporate safety to participate in the town hall. 4. Tracking of the observation made by the respective employee, follow up for the closure and Analysis i.e., Category wise such unsafe act / unsafe conditions & Risk wise etc. 5. To maintain the data in structured way w.r t the each KPI/R&R/ BCDMP and submission of Report/ input for MIS On or before 3rd of every month 6. Driving of Monthly theme-based drives including different Health and safety Campaigns as organized time to time such as (National Safety Week, Health awareness, H&S exhibition/demo/street play etc. 7. Follow up with Division for Audit/ HVST, action plan on observation and closure. 8. He/ She should take care of following. <ol style="list-style-type: none"> a. Conduct the Induction training of the workmen/New Joinees/Lateral. Monitor the TBT b. Daily /Weekly Joint Health & Safety Round/ Inspection c. Coordinate with TPSDI for arranging L1,L2 and L3 training /Arrange for Classroom training & BBS and site-specific training (if any). Provide Assistance during internal & external audits. d. Communication to all safety code of conduct including time to time awareness. CFT member for incident investigation Committee e. Safety bid evaluation for Contractors /Sub contractor and recommendation f. Participation as CFT member for competency assessment of Workmen. g. To Conduct Emergency mock drills h. Display safety Posters and signage's and HSE statistic board at prominent places i. Improve observation quality, critical safety. procedures, safety induction and THSMS 13 elements. j. Conduct risk assessment and enforce preventative measures including 9. To co-ordinate (with the O&M department) for preventive maintenance of critical safety equipment as per requirement like Fire water pumps etc. 10. Input for Issuance of Safety violation memo/notices /Penalty letters 11. Ensure that all workers are given basic welfare facilities at workplace i.e., legal compliance (Workmen camp, Rest shelters, Drinking water, Canteen, washroom facilities, Ambulance room, medical emergency facilities etc.) 12. Escalation of cardinal non-compliance. 13. Support the development of OHS policies and programs. 14. Review existing policies and measures and update according to legislation. 15. Management certification (ISO-45001/IMS) Retention and support in ISO Certification Audit 16. Track the changes / amendments in the laws related to safety and advise corporate safety and Local management about changes for implementation in the division. 17. Liaisoning with government officers such as Local fire officer authorities such as DISH/ Factory inspector on matters related to safety, 18. Training employees on STOP observation, improve observation quality, critical safety procedures, safety induction and THSMS 13 elements. 19. Facilitate to Identify technologies/digitalization to eliminate high risk jobs or reduce risk in particular activity or job.
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| <ul style="list-style-type: none"> 20. Participate in taking interview of the officers in the division before giving independent charge. 21. Manage safety budget for the division. 22. Oversee functioning of fire department. 23. Coordinate with IT department to resolve the issues of the divisions related to SAP EHSM 24. Participate in best safety practice workshops in the region with other industries for learning and sharing.
Benchmark the safety practice of the division with other divisions/other power companies at national and or international level. 25. Participate in cross divisional audits on fire and safety. 26. Participate with line function for implementation of Management of Change. 27. Participate in meetings related to Mutual Aid Response Group (MARG) in the area and support other industries in disaster management on a need basis. 28. Apply for safety awards announced by leading organizations such as National Safety Council (NSC) 29. Support management in implementation of advisories, guidelines, procedures issued by corporate safety from time to time. |
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Format : 1
Sample format for PSAP of Chief of Cluster /President :

Name: _____ **Designation:** _____
Name of Cluster : _____
Objectives (Cluster level):

- ✓ Monitor progress, guide and oversee the overall Safety efforts in the business cluster
- ✓ Provide adequate resources for managing Safety effectively in their respective business clusters
- ✓ Review the status of effective implementation of Safety management system
- ✓ Review the outcome of combined assurance safety audits and status of corrective actions at respective business clusters
- ✓ Oversee the effective functioning of Divisional level committees for Safety
- ✓ Present the progress report periodically to the Apex Safety Council review highlighting the activities, accomplishments and areas for improvement

Safety Pledge:

1. I will reinforce my organization's safety vision, principles, Policy and standards to foster positive safety culture in my Cluster .
2. I will ensure safety legal requirements are compiled in my Cluster on an ongoing basis.
3. I will demonstrate leadership commitment towards Occupational Health and Safety.
4. I will conduct Review, monitor and execute following action items in my Cluster regularly:

#	Action Items	Timelines	Time to Spend
1	High Visibility Tour	Once in a Year	8 Hr/Visit
2	a. Overall Safety efforts in the business cluster. b. Intra-cluster as well as Inter-cluster identification and implementation of 'Safety Best Practices and 'Lessons Learned c. Division level Lead indicators. d. Outcome of combined assurance safety audits and status of corrective actions at respective business clusters. e. Action Items from Divisional level committees for Safety. f. Any L1 LEVEL action items. g. Inputs to Annual Safety Targets. h. Webcast for learning	At least once in a quarter & Monthly Webcast	8 Hrs/Annum

Signature

Date

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Format : 2
Sample format for PSAP of CEO/Division chief/Chief of Services:

Name:

Designation:

Name of Division:

Objectives (Division Level) :

- ✓ Guide, Monitor and Oversee the overall Safety efforts at divisions
- ✓ Provide adequate resources for managing Safety effectively
- ✓ Review the status of effective implementation of Safety management systems
- ✓ Oversee the effective functioning of Site Implementation Teams
- ✓ Present the progress report periodically to the ORC review for Safety highlighting the activities, accomplishments and areas for improvements.
- ✓ Involve workforce in ensuring a safe and healthy workplace

Safety Pledge:

1. I will reinforce my organization's safety vision, principles, Policy and standards to foster positive safety culture in my division/dept.
2. I will ensure safety legal requirements are compiled in my division/dept. on an ongoing basis.
3. I will demonstrate leadership commitment towards Occupational Health and Safety.
4. I will conduct Review, monitor and execute following action items in my division regularly:

#	Action Items	Timelines	Time to Spend
1	Daily leadership safety round for high-risk job audit/Safety interaction/High risk Observation.	Monthly	1 Hr/Visit
2	High Visibility Tour	Once in Year	16 Hr/Visit
3	Felt Leadership Workshop	Once in Year	16hr/Workshop
4	2 KPIs: 1. One step change to make Division in Gold Category and not critical to safety. 2. Monthly Observations analysis, identification of top 5 Risk and action plan for Reduction of Risk	Monthly	4 Hr/Month
5	Division Level 1. Safety initiatives and interventions. 2. Overall Safety efforts in the Division. 3. Division level Lead indicators and Lag Indicators with detail analysis of safety observations and action items. 4. Effective functioning of Site Implementation Teams for action items. 5. Learning from Incident from Organization and implementation in Division. 6. Outcome of combined assurance safety audits and status of corrective actions at respective Division. 7. Monthly Review, Audit and self-assessment of 12	Monthly	8 Hr/Month

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	<p>elements of 13 elements other than Measuring Performance, Audit & Review (minimum one element per month)</p> <ol style="list-style-type: none"> 8. Any L1/L2 LEVEL action items. 9. Presentation in Webcast for learning 10. Reinforcement of Safety Positive Behavior by R&R for employees and workforce. 11. Conduct central Safety Committee meeting as per agreed schedule and TOR and record the minutes in Samiksha. 12. Conduct Town Hall meetings with Employees- Quarterly. 13. Conduct Town Hall meeting with contractor Employees/Workforce- Quarterly. 14. Meeting with Contractors and Suppliers- Quarterly. 15. Regular Safety Inspection of Buildings/Structures coming under Category: E-Business, G- Industrial, H-Storage & J- Hazardous as per National Building Code (NBC- Part IV). lifting Tools & Tackles and slinging equipment. Ensure implementation by involving employees at all levels 		
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Signature

Date

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Format : 3

Sample format for PSAP of HODs/Heads:

Name:

Designation :

Name of Department :

Objectives (Department Level) :

- ✓ Guide, Monitor and Oversee the overall Safety efforts at department
- ✓ Provide adequate resources for managing Safety effectively
- ✓ Review the status of effective implementation of Safety management systems
- ✓ Oversee the effective functioning of Site Implementation Teams under his chairmanship
- ✓ Present the progress report periodically to the BSC review for Safety highlighting the activities, accomplishments, and areas for improvements.
- ✓ Involve workforce in ensuring a safe and healthy workplace

Safety Pledge:

1. I will reinforce my organization's safety vision, principles, Policy and standards to foster positive safety culture in my division/dept.
2. I will ensure safety legal requirements are compiled in my division/dept. on an ongoing basis.
3. I will demonstrate leadership commitment towards Occupational Health and Safety.
4. I will conduct Review, monitor and execute following action items in my department regularly:

#	Action Items	Timelines	Time to Spend
1	Daily leadership safety round for high-risk job audit/Safety interaction/High risk Observation.	Once in 15 Days	2 Hr/Visit
2	Felt leadership workshop	Once in Year	16hr/Workshop
3	3-KPIs 1. No. of high-risk observations / near misses reported (per Middle/Senior Leader)-Part of ASP of all HOD 2. Horizontal deployment of learning from all previous fatal incidents (39 tasks for Odisha and 58 for others)-Part of ASP of all HOD 3. High risk job inspection and action items closure	Monthly	20 Hr/Month
4	Department Level 1. Drive Departmental annual safety plan 2. Site implementation team Deliverable. (as per safety governance structure <i>TPSMS/Element 1/01/REV/R1</i>) 3. Safety Interaction by Leader. 4. Conduct Site Implementation Team meetings of respective SIT chairman monthly as per TOR and record the minutes in Samiksha. 5. Annual Review of HIRA /SOPs/JSA by CFT 6. Competency assessment by CFT of individual before handing over independent charge 7. Theme based safety drive	Monthly	16 Hr/Month

Signature

Date

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Format : 4
Sample format for PSAP of Functional HOD of support Services
(Engg/CC&Stores/HR/Admin/Security/Medical/Performance/Planning)

Name:

Designation :

Name of Department :

Objectives (Support Function Level) :

- ✓ Review, Monitor progress, guide and oversee the overall Safety efforts and effective implementation of Safety management systems at offices and SIT under his chairmanship
- ✓ Institutionalize the Safety capability building process at respective division which focuses on reducing injuries while promoting safety awareness and employee involvement (CBSIT)
- ✓ Monitor the structured system to assess the safety competency requirement and facilitate training as per the needs. (CBSIT)
- ✓ Provide input to "Contractors Safety Management System" in achieving the safety and operational excellence.(CSMSIT)
- ✓ Implementation & Monitor of Contractor Safety Code, Policies and Procedures. (CSMSIT)
- ✓ Provide feedback on the level of implementation of the same to respective Divisional Safety Committee as well as respective Corporate Safety SPOC(CBSIT/CSMSIT)

Safety Pledge:

1. I will reinforce my organization's safety vision, principles, Policy and standards to foster positive safety culture in my division/dept.
2. I will ensure safety legal requirements are compiled in my function /work area/ division on an ongoing basis.
3. I will demonstrate leadership commitment towards Occupational Health and Safety.
4. I will conduct Review, monitor and execute following action items in my function and support to division regularly:

#	Action Items	Timelines	Time to Spend
1	Daily leadership safety round for high-risk job audit/Safety interaction/High risk Observation.	Once in 15 Days	2 Hr/Visit
2	Felt leadership workshop	Once in Year	16hr/Workshop
3	1. No. of high-risk observations / near misses reported (per Middle/Senior Leader)-Part of ASP of all HOD 2. High risk job inspection and action items closure	Monthly	20 Hr/Month
4	Department Level 1. Site implementation team Deliverable. (CBSIT and CSMSIT as per safety governance structure TPSMS/Element 1/01/REV/R1) 2. Safety Interaction by Leader. 3. Conduct Site Implementation Team meetings of respective SIT chairman 4. Theme based safety drive	Monthly	16 Hr/Month

Signature

Date