

<b>The Tata Power Company Ltd</b>		<i>Safety Governance Structure</i>
<i>TPSMS/Element 1/01/REV/R1</i>		<i>Date of Issue: 01/04/2023</i>

## Safety Governance Structure

<b>Rev No.</b>	<b>Reason for Revision</b>	<b>Prepared By</b>	<b>Reviewed By</b>	<b>Approval by</b>
Rev 00	Initial Release	Corporate Safety Team	Chief - Corporate Safety & Environment	CEO&MD
Rev 01	<b>Addition of Safety Governance- Accountability, Responsibility, and Review metrics, Personal safety action plan and Standardization of Site implementation team (SIT)</b>	Corporate Safety Team	Chief - Corporate Safety & Environment	CEO&MD

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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, a governance structure is essential for:

- a. Effective governance framework for ensuring a strong organizational commitment to safety
- b. Ensuring adequate resources to manage health and safety matters appropriately
- c. Setting robust health and safety management system (including robust risk assessment and management procedures)
- d. Monitoring and measuring health and safety performance appropriately
- e. Defining accountability of safety performance to key executives
- f. Providing opportunity for participation to management as well as non-management employees

## 02. Scope:

This safety governance structure is applicable to all divisions of Tata Power and select group companies - CGPL, 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. Terminologies:

- i. **Apex Safety Council** – Review forum of Senior Leadership team comprising of CEO&MD with his direct reports as members. Chief - Corporate Safety & Environment shall be the convener for this meeting.
- ii. **Operational Review Committee (ORC)** – Review forum chaired by respective Cluster President/Chief and participated by Divisional Chiefs. Cluster Safety Heads from Corporate Safety shall be the conveners for this meeting.
- iii. **Corporate Functions Office Safety Committee**– Office Safety Review forum chaired by CHRO to set office safety standards and monitor performance. Office Safety SPOC from Corporate Safety shall be the convener for this meeting.
- iv. **Divisional Level Review** – Review forum at divisional level where safety management progress and performances are discussed. This committee is an exclusive committee for Safety at divisional level which meets on monthly basis. Divisional Chief shall be the Chairman and Divisional Safety Head shall be the convener for this meeting. Divisions should take care of applicable statutory requirements at this level of meeting e.g. representation and inclusion of non-management staff at appropriate forum.
- v. **Site Implementation Team (SIT)** – A team nominated by Divisional Chief to implement respective rules and procedures in the division. Five broad level SITs are:

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- 1) Rules & Procedures SIT
- 2) Capability Building SIT
- 3) Incident Investigation & Safety Observations SIT
- 4) Contractor Safety Management SIT
- 5) Office Safety SIT

Each SIT has a nominated champion who forms his team by drawing members from various departments / functions. To have maximum participation in safety implementation drive each member should be restricted to one SIT only unless the site has manpower limitation.

Note: Above SITs to be at operating divisions only.

- vi. **Locational Office Safety Committee** – An office safety committee at each Corporate office location chaired by nominated office custodian and selected occupants as members.
- vii. **Floor Safety Warden** – Nominated employee from respective office location with defined roles, responsibilities and accountability as per company’s office safety procedure.
- viii. **SPOC from Corporate Safety** – Single Point of Contact assigned from Corporate Safety department for SITs to support smooth functioning.

#### 05. Review Frequency:

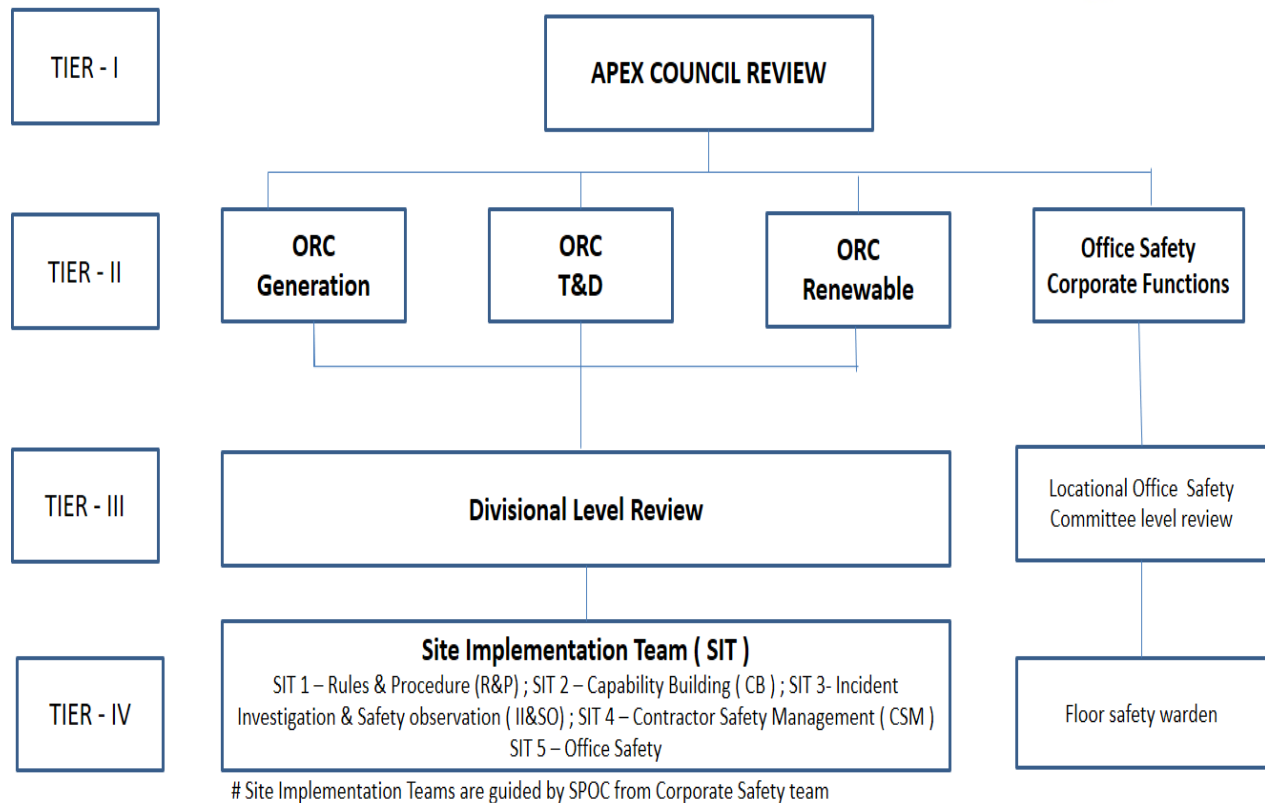
All the committees will meet as per the following frequency:

S No.	Forum	Meeting Frequency
1	Apex Safety Council	As & When but not less than once in 3 months
2	ORC	At least once in a quarter
3	Corporate Functions Office Safety Committee	At least once in a quarter
4	Divisional Level Review	Monthly
5	SIT	To update progress / provide inputs in divisional level review as above
6	Locational Office Safety Committee	Monthly

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### Safety Governance Structure:

Safety Governance Structure is organised as a 4-tier working, at organization level, business cluster, division and site level. Each tier has defined roles as mentioned in their charter. Following illustration is showing the level wise governance structure:



### 06. Meeting Charter:

Various committee meeting charters are made with following intentions:

- Review with clear agenda including accomplishment, key issues and performance of safety management within their area of control
- Review the status of implementation of Tata Power Safety Management System
- Record the Minutes of Meeting for future reference and monitoring of actions
- Monitor the effectiveness of committee towards its objectives

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Following are the elementary charters for various committees, however respective Chairperson can make any additions as appropriate to reinforce objectives of the committee.

#### **A. Apex Safety Council Review:**

##### **Objectives:**

Objectives of Apex Safety Council Review are to:

- i. Provide strategic direction, set goals, monitor progress, guide and oversee the overall safety efforts at Tata Power group of companies
- ii. Approve Safety Targets, overall organizational Health & Safety policy
- iii. Provide adequate resources for managing Safety effectively
- iv. Review status of Safety organization and systems to achieve desired results
- v. Oversee the effective functioning of various committees as per safety governance structure

##### **Deliverables:**

The key deliverables of Apex Safety Council Review meeting are:

- i. Appoint and track functioning of the standing committees in Safety Governance Structure against their respective charters
- ii. Constitute task forces or cross functional teams for studying and resolving specific safety issues whenever necessary
- iii. Set and approve annual safety goals and objectives and identify key focus areas
- iv. Review the Combined Assurance Safety audit outcome of all business clusters
- v. Review the organization level Safety performance

#### **B. ORC for Safety:**

##### **Objectives:**

Objectives of Operational Review Committee for Safety are to:

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

##### **Deliverables:**

The key deliverables of ORC safety review meeting are:

- i. Provide inputs to Annual Safety Targets
- ii. Review and monitor business cluster Safety Performance
- iii. Promote Intra-cluster as well as Inter-cluster identification and implementation of 'Safety Best Practices and 'Lessons Learned'
- iv. Recommend Policy / Procedure changes

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- v. Create alignment of corporate functions to facilitate improvements in safety
- vi. Recommendation of Resources for achieving Safety Performance
- vii. Review the functioning of divisional level committees for Safety

### **C. Corporate Functions Office Safety Committee Review:**

#### **Objectives:**

Objectives of Corporate Functions Office Safety Committee are to:

- i. Monitor progress, guide and oversee the overall Safety efforts at Corporate offices
- ii. Review the status of effective implementation of Safety management systems in offices
- iii. Oversee the effective functioning of Locational Office Safety Committees
- iv. Present the progress report periodically to the Apex Safety Council review highlighting the activities, accomplishments and areas for improvements

#### **Deliverables:**

The key deliverables of Corporate Functions Office Safety Committee are:

- i. Provide inputs to Annual Safety Targets
- ii. Review and monitor the Safety Performance of Corporate functions based at corporate offices
- iii. Review incident investigation outcomes, promote sharing as well as implementation of ‘Lessons Learned’ and ‘Best Safety Practices’
- iv. Recommend Policy / Procedure changes
- v. Recommendation of Resources for achieving Safety Performance
- vi. Review the functioning of Location level office safety committees
- vii. Recommend methods for eliminating or controlling the hazards at offices

### **D. Divisional Level Review for Safety:**

#### **Objectives:**

Objectives of Divisional Level Review Committee for Safety are to:

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

#### **Deliverables:**

The key deliverables of Divisional level safety review meeting are:

- i. Provide inputs to Annual Safety Targets
- ii. Review and monitor divisional Safety Performance
- iii. Promote sharing as well as implementation of ‘Lessons Learned’ and ‘Best Safety Practices’
- iv. Recommend Policy / Procedure changes

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- v. Recommendation of Resources for achieving Safety Performance
- vi. Review the functioning of SITs
- vii. Recommend methods for eliminating or controlling the hazards

#### **E. Rules & Procedure SIT:**

##### **Objectives:**

Objectives of Rules & Procedure SIT are to:

- i. Coordinate for the effective implementation of Safety Rules & Procedures including advisories at divisional level
- ii. Provide feedback on the level of implementation of the same to respective Divisional Safety Committee as well as respective Corporate Safety SPOC

##### **Deliverables:**

The key deliverables of Rules & Procedure SIT are:

- i. Assess the implementation level of Rules & Procedures at divisional level (Gap Analysis)
- ii. Provide status of implementation of various Rules & Procedures at Divisional Safety Committee and seek resources for implementation
- iii. Coordinate with departments to get the Rules & Procedures implemented
- iv. Coordinate with Capability Building SIT for training of line managers on critical safety procedures
- v. Monitor the Rules & Procedure deviations at the division and highlight the barriers in implementation in Divisional Safety Committee
- vi. Provide inputs to committees and SPOCs for continual improvement in Safety management system.
- vii. Provide suggestions in change / modification in Rules & Procedures to respective Corporate Safety SPOC

#### **F. Capability Building SIT:**

##### **Objectives:**

Objectives of Capability Building SIT are to:

- i. Institutionalize the Safety capability building process at respective division which focuses on reducing injuries while promoting safety awareness and employee involvement
- ii. Monitor the structured system to assess the safety competency requirement and facilitate training as per the needs.
- iii. Provide feedback on the level of implementation of the same to respective Divisional Safety Committee as well as respective Corporate Safety SPOC

##### **Deliverables:**

The key deliverables of Capability Building SIT are:

- i. Monitor the compliance to Safety Capability Building procedure compliance at division
- ii. Coordinate with departments and HR team to identify the Safety training needs based on competency gaps
- iii. Prepare the annual safety capability building plan against training needs identified and inputs received from other SITs

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- iv. Provide inputs to committees and SPOCs for continual improvement in Safety management system.
- v. Coordinate in organizing Safety trainings at divisions along with HR team and departments
- vi. Provide status report on safety capability building at Divisional Safety Committee as well as respective Corporate Safety SPOC

#### **G. Incident Investigation & Safety Observations SIT:**

##### **Objectives:**

Objectives of Incident Investigation & Safety Observations SIT are to:

- i. Institutionalize the Incident Management process at respective divisions which focuses on reducing injuries while promoting safety awareness and employee involvement
- ii. Monitor the system to report/ investigate/ analyze incident data so that the information from incidents can be used to generate leading indicators and drive improvement programs
- iii. Provide feedback on the level of implementation of the same to respective Divisional Safety Committee as well as respective Corporate Safety SPOC

##### **Deliverables:**

The key deliverables of Incident Investigation & Safety Observations SIT are:

- i. Monitor the compliance to II&SO procedure compliance at division
- ii. Provide status of implementation of II&SO procedure at Divisional Safety Committee
- iii. Coordinate with departments to get the desired outcome of II&SO procedure
- iv. Coordinate with Capability Building SIT for training of line managers on Incident Reporting and Investigation System
- v. Provide inputs to committees and SPOCs for continual improvement in Safety management system.
- vi. Analyze the trend of incidents and status of Corrective actions at division level and present the same in Divisional Safety Committee
- vii. Quality check of high severity incident investigation reports at divisional level

#### **H. Contractor Safety Management SIT:**

##### **Objectives:**

Objectives of Contractor Safety Management SIT are to:

- i. Provide input to "Contractors Safety Management System" to ensure that Tata Power policies, business objectives, values, behaviors and approaches related to Safety & Health are applied in achieving the safety and operational excellence.
- ii. Implementation of Contractor Safety Code, Policies and Procedures.
- iii. Monitor compliance to defined codes, policies and procedures.
- iv. Provide feedback on the level of implementation of the same to respective Divisional Safety Committee as well as respective Corporate Safety SPOC

##### **Deliverables:**

The key deliverables of Contractor Safety Management SIT are:

- i. Ensuring all safety requirements related to hiring of contractors are being followed by evaluating them during pre-qualification, bid assessment and execution of work



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- ii. Ensuring awareness is created by capability building / training about policies and procedures among contractor workforce
- iii. Smooth implementation of decisions taken by Divisional Safety Committee and SPOC for safety and health for contractors' workforce
- iv. Monitoring safety performance of Contractors in the Divisions.
- v. MIS and information sharing in Divisional Safety Committee and SPOC at corporate safety
- vi. Provide input to committees and SPOCs for continual improvement in Safety management system

#### **I. Office Safety SIT:**

##### **Objectives:**

Objectives of Office Safety SIT are to:

- i. Coordinate for the effective implementation of Office Safety procedures at divisional level
- ii. Provide feedback on the level of implementation of the same to respective Divisional Safety Committee

##### **Deliverables:**

The key deliverables of Office Safety SIT are:

- i. Assess the implementation level of office safety procedures at divisional level
- ii. Provide status of implementation of office safety procedures at Divisional Safety Committee and seek resources for implementation
- iii. Coordinate with Floor Safety Wardens for effective implementation of office safety procedure
- iv. To monitor the roles and responsibilities of floor safety wardens at their respective areas
- v. Ensure office safety awareness training to all occupants
- vi. Monitor the office safety procedural requirement deviations at division and highlight the challenges in implementation in Divisional Safety Committee

#### **J. Locational Office Safety Committee Review:**

##### **Objectives:**

Objectives of Locational Office Safety Committee are to:

- i. Monitor progress, guide and oversee implementation of the office safety standard at respective Corporate office location and residential colonies
- ii. Review status of office safety procedure implementation at respective location
- iii. Present the progress report periodically to the Corporate Office Safety Committee highlighting the activities, accomplishments and areas for improvements.

##### **Deliverables:**

The key deliverables of Locational office safety review meeting are:

- i. Review Annual Safety Targets, Plan and Monitor implementation
- ii. Review the status of office safety procedure implementation at office locations
- iii. Recommendation of Resources for achieving desired Safety Performance
- iv. Recommend methods for eliminating or controlling the hazards at office locations

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- v. Review implementation of actions arising out of safety inspections including High Visibility Safety Tour, safety audits, mock drills etc. until effective close out

**07. Meeting Protocols:**

The following mechanism shall be followed for any Safety Committee meeting:

- The Committee Chairman shall schedule meetings as and when necessary to fulfill the scope of work, but at least as per the schedule given in this document
- The meeting duration will be around one hour
- It should be agreed to schedule the next meeting by confirming in the preceding meeting
- Meeting should not be cancelled in absence of Chairman or Convenor, but to be rescheduled
- If a committee member is unable to attend a meeting, a delegate who can make decisions for the member must attend
- The Chairman and Convenor are to develop an agenda and circulate it at least a week in advance to all the members and other stake holders.
- Minutes of the meetings must be made by a member assigned by Chairman at the beginning of the meeting and circulated to all members and other stakeholders within 72 hours.
- Tata Power meeting etiquettes shall be followed religiously.

**08. Safety Governance- Accountability, Responsibility, and Review metrics, Personal safety action plan and Standardization of Site implementation team (SIT): Refer Annexure 1/ TPSMS/Element 1/02/REV/R0.**

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